

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#); [Ketcham, Lori](#)
Cc: [Ohr, Peter S.](#)
Subject: RE: Congratulations and Invitation to speak at the Advanced Labor & Employment Law Institute - November 18, 2021 (Minneapolis)
Date: Wednesday, July 28, 2021 11:30:12 AM
Attachments: [image001.png](#)

Good Morning - Confirming receipt.

Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Wednesday, July 28, 2021 11:28 AM
To: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Ohr, Peter S. <Peter.Ohr@nlrb.gov>
Subject: FW: Congratulations and Invitation to speak at the Advanced Labor & Employment Law Institute - November 18, 2021 (Minneapolis)

See below speaking engagement request.

From: Burgess, Nichole <nichole.burgess@nlrb.gov>
Sent: Wednesday, July 28, 2021 11:24 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Burgess, Nichole <nichole.burgess@nlrb.gov>
Subject: RE: Congratulations and Invitation to speak at the Advanced Labor & Employment Law Institute - November 18, 2021 (Minneapolis)

Jennifer,

Excellent news. Someone from Minnesota CLE will be reaching out to you shortly with the details. It will likely be Azure Schermerhorn-Snyder. She is great to work with and should be able to provide all the information that you need. I'll then be in touch after the next planning session to run some topic ideas by you.

Thanks again.

Best,

Nichole

Nichole L. Burgess, Regional Attorney/Acting Regional Attorney
Region 18, Region 8
212 3rd Ave. South, Suite 200
Minneapolis, MN 55410
office: 952.703.2876
cell: 202.374.0528
nichole.burgess@nlrb.gov

Follow the General Counsel:  

en español: www.nlr.gov/es 

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Sent: Wednesday, July 28, 2021 9:52 AM

To: Burgess, Nichole <nichole.burgess@nlrb.gov>

Subject: RE: Congratulations and Invitation to speak at the Advanced Labor & Employment Law Institute - November 18, 2021 (Minneapolis)

Thanks Nichole. It's great to be back.

I appreciate the invitation and would be happy to participate in the fireside chat and panel, as well as a Regional office visit. Please provide the particulars, so that I can run this by the Ethics Office.

Take care,
jennifer

From: Burgess, Nichole <nichole.burgess@nlrb.gov>

Sent: Wednesday, July 28, 2021 9:56 AM

To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Cc: Burgess, Nichole <nichole.burgess@nlrb.gov>

Subject: Congratulations and Invitation to speak at the Advanced Labor & Employment Law Institute - November 18, 2021 (Minneapolis)

General Counsel Abruzzo,

First, congratulations on your confirmation from the staff in Region 18-Minneapolis! We are thrilled to have you back at the Board in this new role, and we look forward to working with you.

Second, the regional office participates in an Advanced Labor & Employment Law Institute each fall, and I have served as a member of the planning committee for the past several years. The Institute focuses on advanced labor and employment topics, and is attended by practitioners, HR managers and others. Attendance is generally between 160 and 200. This year's Institute will be held on Thursday, November 18, in Minneapolis, Minnesota.

I am extending an invitation for you to speak on behalf of the planning committee. Recent past speakers include former Chair Ring, then-Board Member McFerran and former General Counsel Richard Griffin. Since Griffin's presentation we have been doing a more informal chairside format in the morning session, but of course we would defer to your preference in terms of presentation style. We would also like you to participate in a panel discussion early in the afternoon (timed so that you are able to return to Washington in the late afternoon on November 18 if you wish). At this point we have not finalized topics, but I wanted to extend the invitation now because I imagine your calendar will fill up quickly.

If you are available and willing to speak, the program will be in touch regarding paying your expenses, including a stay in Minneapolis the night before the Institute. Additionally, the planning committee hosts a lovely dinner the evening before, for speakers who come from out-of-town. Of course, we would also welcome a visit to the Regional office in connection with the trip if you are able.

Thank you for considering this invitation. Congratulations again, and we look forward to hearing from you.

Best,

Nichole

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212 3rd Ave. South, Suite 200
Minneapolis, MN 55410
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cell: 202.374.0528
nichole.burgess@nlrb.gov

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en español: www.nlrb.gov/es



From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Ohr, Peter S.](#); [Ketcham, Lori](#)
Subject: RE: Congratulations and Invitation to speak at the Advanced Labor & Employment Law Institute - November 18, 2021 (Minneapolis)
Date: Thursday, July 29, 2021 8:58:00 AM
Attachments: [image001.png](#)

Good Morning Jennifer,

(b) (5)
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(b) (5)
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(b) (5)
[Redacted]
[Redacted]
[Redacted]

Please let us know if you have any questions regarding this guidance. (b) (5)
[Redacted]
[Redacted]

Thanks,

Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
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To: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>

Cc: Ohr, Peter S. <Peter.Ohr@nlrb.gov>

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Nichole

Nichole L. Burgess, Regional Attorney/Acting Regional Attorney
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212 3rd Ave. South, Suite 200
Minneapolis, MN 55410
office: 952.703.2876
cell: 202.374.0528
nichole.burgess@nlrb.gov

Follow the General Counsel:  

en español: www.nlrb.gov/es 

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Ohr, Peter S.](#); [Ketcham, Lori](#)
Subject: RE: OSBA NLRB Update 2021 Invitation
Date: Wednesday, July 28, 2021 4:52:00 PM

Jennifer,

(b) (5) [REDACTED]

(b) (5)

(b) (5) [REDACTED]

[illegible]

Please let us know if you have any follow-up questions.

Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, July 27, 2021 11:45 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>; Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Cc: Ohr, Peter S. <Peter.Ohr@nlrb.gov>
Subject: RE: OSBA NLRB Update 2021 Invitation

(b) (6)

From: Burow, Kathy <Kathy.Burow@nlrb.gov>
Sent: Tuesday, July 27, 2021 11:42 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>; Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Cc: Ohr, Peter S. <Peter.Ohr@nlrb.gov>
Subject: RE: OSBA NLRB Update 2021 Invitation

Good Morning Jennifer,

(b) (5)

Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, July 27, 2021 7:22 AM
To: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Ohr, Peter S. <Peter.Ohr@nlrb.gov>
Subject: Fwd: OSBA NLRB Update 2021 Invitation

Speaking engagement request

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From: Matt Harris <mrharris@cwa-union.org>
Sent: Monday, July 26, 2021 6:19 PM
To: Abruzzo, Jennifer
Subject: OSBA NLRB Update 2021 Invitation

Jennifer,

Congratulations on your confirmation! I wanted to extend a formal invitation from the Ohio State Bar Association to attend this year's OSBA NLRB Update Seminar. You are welcome to attend in-person or remotely. It will be held December 14 in Columbus, Ohio (or accessible via ZOOM). We also expect to have Board Members participating as well, as we have in past years.

I sincerely hope you can attend. Thank you in advance.

Matthew R. Harris
CWA District 4 Counsel
20525 Center Ridge Rd., Suite 700
Cleveland, OH 44116
Office Phone: 440/333-6363
Office Fax: 440/333-1491
mrharris@cwa-union.org

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From: [Abruzzo, Jennifer](#)
To: [Burow, Kathy](#)
Cc: [Ketcham, Lori](#)
Subject: RE: Invitation to Speak at the Georgia Bar Labor & Employment CLE - Dec. 8, 2021
Date: Thursday, August 19, 2021 3:20:32 PM

Thanks for the quick response.

From: Burow, Kathy <Kathy.Burow@nlrb.gov>
Sent: Thursday, August 19, 2021 2:53 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: Invitation to Speak at the Georgia Bar Labor & Employment CLE - Dec. 8, 2021

Jennifer,

(b) (5) [REDACTED]
[REDACTED]
[REDACTED]
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(b) (5) [REDACTED]
[REDACTED]
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[REDACTED]
[REDACTED]
[REDACTED]

Please let us know if you have any questions regarding this guidance. (b) (5) [REDACTED]
[REDACTED]
[REDACTED].

Thanks,

Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Thursday, August 19, 2021 11:31 AM
To: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>
Subject: FW: Invitation to Speak at the Georgia Bar Labor & Employment CLE - Dec. 8, 2021

Please see below and advise if I can participate. Thanks

From: Michael Schoenfeld <MichaelS@sfglawyers.com>
Sent: Thursday, August 19, 2021 11:20 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Subject: Invitation to Speak at the Georgia Bar Labor & Employment CLE - Dec. 8, 2021

Ms. Abruzzo –

I'm a Union-side lawyer in Atlanta and the current chair of the Labor and Employment Section of the Georgia Bar. I write to ask if you will speak at our Labor & Employment CLE that will be held at the Georgia Bar Headquarters in Downtown Atlanta on Wednesday, December 8, 2021.

At the CLE we will have various panels, including a traditional labor law update, wage & hour update, etc. In addition to those, I think it would be amazing if you gave a 30–45 minute presentation on your vision as General Counsel, including, of course, GC 21-04.

The L&E Section will pay for your expenses to make the trip. If COVID is still ruining things in December, the CLE will be live streamed from the Bar HQ, but hopefully we can hold it in-person with a limited audience. You can choose your time slot. Any time from 8a – 1p, or 2p – 3p (the only time slot that is taken is District Judge Totenberg's "View from the Bench" at 1pm).

Thank you in advance for considering us!

Mike Schoenfeld
Stanford Fagan LLC
2540 Lakewood Ave SW
Atlanta, GA 30315
404-622-0521, ext. 2244 (office)
404-402-1220 (cell)

This communication is intended for a specific recipient and may be protected by the attorney-client and/or work-product privileges. If you receive this message in error, please permanently delete it and notify the sender.

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Ketcham, Lori](#)
Subject: RE: invitation to speak to LAP
Date: Friday, August 27, 2021 2:27:06 PM
Attachments: [GC Abruzzo - Lawyers Advisory Panel Oct 26 .docx](#)

Good Afternoon Jennifer,

Attached you will find our written analysis (b) (5)

[REDACTED]

[REDACTED]

[REDACTED]

Please let us know if you have any questions about this guidance.

Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Thursday, August 5, 2021 1:33 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: invitation to speak to LAP

Ok, thank you. (b) (5)

[REDACTED]

From: Burow, Kathy <Kathy.Burow@nlrb.gov>
Sent: Thursday, August 5, 2021 1:02 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: invitation to speak to LAP

Jennifer,

(b) (5)

[REDACTED]

[REDACTED]

[REDACTED]

Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Wednesday, August 4, 2021 5:40 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: invitation to speak to LAP

(b) (5)

[REDACTED]

[REDACTED]

From: Burow, Kathy <Kathy.Burow@nlrb.gov>

Sent: Wednesday, August 4, 2021 4:48 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: invitation to speak to LAP

Thanks Jennifer, (b) (5)

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Wednesday, August 4, 2021 4:31 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: invitation to speak to LAP

(b) (5)

From: Burow, Kathy <Kathy.Burow@nlrb.gov>
Sent: Wednesday, August 4, 2021 4:25 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: invitation to speak to LAP

Jennifer,
I am confirming receipt. (b) (5)

Thanks
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Wednesday, August 4, 2021 2:35 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: FW: invitation to speak to LAP

OK to go to this?

From: Craig Becker <cbecker@aficio.org>
Sent: Wednesday, August 4, 2021 2:00 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: (b) (6) <[\[REDACTED\]@aficio.org](mailto:[REDACTED]@aficio.org)>
Subject: invitation to speak to LAP

Jennifer:

It gives me great pleasure to invite you to speak in your capacity as the NLRB's General Counsel to the AFL-CIO affiliate general counsel's at our LAP (Lawyers Advisory Panel) meeting on October 26, anytime between 1130 and 130 that works for your schedule. Of course, we are not sure yet whether the meeting will be via zoom or in person or some combination of the two.

No formal speech needed. Perhaps 10-15 minutes of remarks about the state of the office and your plans going forward, followed by discussion.

Hope you can make it and, if that date does not work, we will find one that does later in the year.

All the best,

Craig

Craig Becker
General Counsel
AFL-CIO
815 16th St., N.W.
Washington, D.C. 20006
[\(202\)637-5310](tel:(202)637-5310)

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#); [Ketcham, Lori](#)
Subject: RE: Doc0258.pdf
Date: Tuesday, September 7, 2021 3:45:22 PM

Good Afternoon Jennifer – confirming receipt.

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, September 7, 2021 1:59 PM
To: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>
Subject: FW: Doc0258.pdf

Here's a speaking engagement request for review. Thanks

From: Coleman, Jocelyn <Jocelyn.Coleman@nlrb.gov>
Sent: Tuesday, September 7, 2021 1:56 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Coleman, Jocelyn <Jocelyn.Coleman@nlrb.gov>
Subject: FW: Doc0258.pdf

Attached is a request for Speaking Engagement at this year's LRC meeting, from the Executive Director of Labor Policy of the Department of Commerce. Please let me know if I can assist with coordination or scheduling.

Best,

[Jocelyn I Coleman](#)

Confidential Assistant
Office of the General Counsel
National Labor Relations Board
(202) 273-4048; M: (202) 374-1863

From: Short, April <April.Short@nlrb.gov>
Sent: Tuesday, September 7, 2021 1:48 PM
To: Coleman, Jocelyn <Jocelyn.Coleman@nlrb.gov>
Cc: Watson, Lakeya T. <Lakeya.Watson@nlrb.gov>; Johnson, Jonathan <Jonathan.Johnson@nlrb.gov>; Hudgins, Charles F. <Charles.Hudgins@nlrb.gov>
Subject: Doc0258.pdf

Good Afternoon,
FPB received and scanned the mail addressed to General Counsel Jennifer Abruzzo.

v/r
April Short
National Labor Relations Board
Facilities and Property Branch

Support Services Supervisor

Direct (202) 273-2891 ~ Cell (202) 674-1551

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How Did I do? Click [here](#) to take a short survey and provide your feedback. Customer satisfaction is our number one priority!

Please contact the Facilities and Property Branch at 202-273-4040 or online, [click here](#), to report any issues

SEAN P. REDMOND
EXECUTIVE DIRECTOR, LABOR POLICY
U.S. CHAMBER OF COMMERCE
1615 H STREET, N.W.
WASHINGTON, DC 20062

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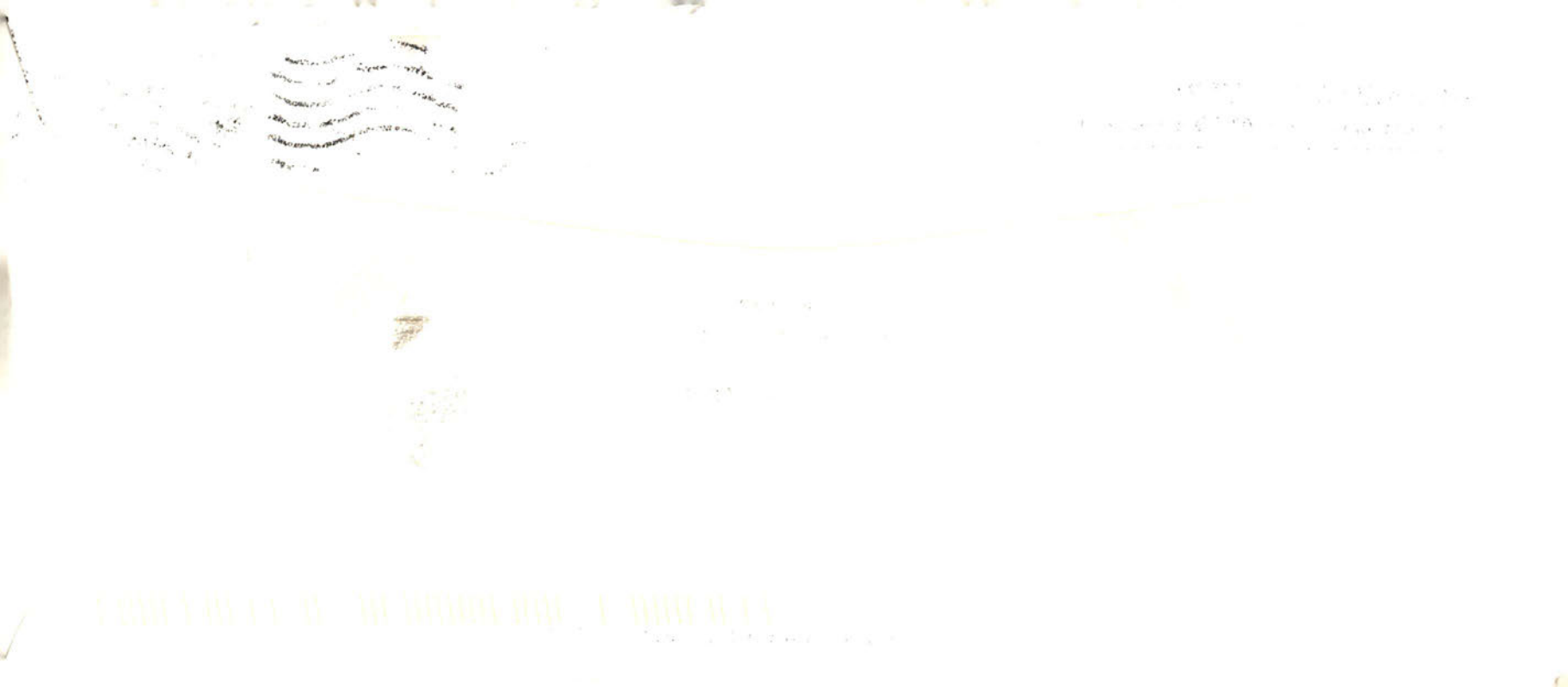
SEP 07 2021

MAILROOM

The Honorable Jennifer Abruzzo
General Counsel
National Labor Relations Board
1015 Half Street SE
Washington, D.C. 20570

20570-





CHAMBER OF COMMERCE
OF THE
UNITED STATES OF AMERICA

SEAN P. REDMOND
EXECUTIVE DIRECTOR, LABOR POLICY
EMPLOYMENT POLICY DIVISION

1615 H STREET, N.W.
WASHINGTON, D.C. 20062
202/463-5384

August 30, 2021

The Honorable Jennifer Abruzzo
General Counsel
National Labor Relations Board
1015 Half Street SE
Washington, D.C. 20570

Dear Ms. Abruzzo:

Over the years, the Labor Relations Committee (LRC) at the U.S. Chamber of Commerce has invited speakers from the National Labor Relations Board to our semiannual meetings to discuss the issues most important to their organizations. To continue that tradition, we kindly invite you to address the NRLA Subcommittee at this fall's LRC meeting, which will be held on November 8 & 9.

The LRC is comprised of companies, associations, and law firms who assist the Chamber in developing our policies on various workplace issues. These include labor relations, wage-hour, and equal employment opportunity issues, among others. The Committee meets twice a year, and we frequently have policymakers address the attendees. Recent meetings have included your colleagues, Lauren McFerran, Marvin Kaplan, and John Ring as well as your predecessors. I am sure our members would benefit from hearing your thoughts on issues before the Board and what employers can expect to see in the remainder of 2021 and beyond.

The NLRA Subcommittee will meet (whether virtually or in-person will be determined closer to the meeting date) for one hour on one of the two days of the LRC meeting, and we hope to have you give your perspective in your new role as the General Counsel as your schedule permits. The complete schedule and agenda are still being put together, but our general plan is to have subcommittee sessions at 10:00, 12:00, and 2:00 each day. We would be happy to have you join us at one of those times if you are able, and if so, please feel free to let me know if there is a particular time that is preferable. We hope you can be part of our meeting and look forward to your response. Thank you for considering our request.

Sincerely,



Sean P. Redmond
Executive Director, Labor Policy

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Ketcham, Lori](#)
Subject: RE: Doc0258.pdf
Date: Wednesday, September 8, 2021 8:39:31 AM

Jennifer,

(b) (5) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

(b) (5) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Please let us know if you have any additional questions.
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, September 7, 2021 1:59 PM
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Cc: Watson, Lakeya T. <Lakeya.Watson@nlrb.gov>; Johnson, Jonathan <Jonathan.Johnson@nlrb.gov>; Hudgins, Charles F. <Charles.Hudgins@nlrb.gov>
Subject: Doc0258.pdf

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National Labor Relations Board
Facilities and Property Branch
Support Services Supervisor
Direct (202) 273-2891 ~ Cell (202) 674-1551*

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From: Burow, Kathy
To: Abruzzo, Jennifer
Cc: Ketcham, Lori; Ohr, Peter S.
Subject: RE: ABA LEL 15th Annual Section Conference-- LM Speaker Selections
Date: Friday, September 10, 2021 9:47:00 AM

(b) (5)

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Friday, September 10, 2021 8:28 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Ohr, Peter S. <Peter.Ohr@nlrb.gov>
Subject: Re: ABA LEL 15th Annual Section Conference-- LM Speaker Selections

As the same ABA request also went to Peter, please send response about attending the ABA conference at related events and reimbursement of costs to both of us. Thanks!

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From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Friday, September 10, 2021 8:21 AM
To: Burow, Kathy
Cc: Ketcham, Lori
Subject: Fwd: ABA LEL 15th Annual Section Conference-- LM Speaker Selections

ABA cost reimbursement info is highlighted.

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From: Rothschild, Roxanne L. <Roxanne.Rothschild@nlrb.gov>
Sent: Thursday, September 9, 2021 8:08 PM
To: McFerran, Lauren; Kaplan, Marvin E.; Ring, John; Wilcox, Gwynne; Prouty, David M.; Abruzzo, Jennifer; Ohr, Peter S.
Cc: Burow, Kathy; Krafts, Andrew J.; Rutter, Jessica
Subject: FW: ABA LEL 15th Annual Section Conference-- LM Speaker Selections

All:

I spoke with Amy Gaylord this afternoon about the invitations she sent last night to the Board Members to speak at the ABA Labor & Employment Law Conference to be held November 10-13, 2021 in Los Angeles. I let her know that, as in the past, the Board Members cannot formally accept the speaking engagement just yet because it occurs during the next fiscal year, and we cannot commit to spend Agency funds during the next fiscal year when we do not yet have a budget for FY 2022. I told her that the Board Members could accept the invitation after the start of the new fiscal year (October 1, 2021). I also pointed out that the invitation did not specify the amount of travel expenses, if any, that would be reimbursed for the NLRB speakers. Brad Hoffman has now provided that information (highlighted in yellow below).

The invited NLRB speakers for the conference are:

NAME		POSITION	ORGANIZATION	PROGRAM TITLE
Kaplan	Hon. Marvin E.	Board Member	National Labor Relations Board	Meet the National Labor Relations Board
McFerran	Hon. Lauren	Chairman	National Labor Relations Board	Meet the National Labor Relations Board
Prouty	Hon. David	Board Member	National Labor Relations Board	Meet the National Labor Relations Board
Ring	Hon. John F.	Board Member	National Labor Relations Board	Meet the National Labor Relations Board
Wilcox	Hon. Gwynne	Board Member	National Labor Relations Board	Meet the National Labor Relations Board
Abruzzo	Jennifer	General Counsel	National Labor Relations Board	Meet the National Labor Relations Board General Counsel
Ohr	Peter S.	Deputy General Counsel	National Labor Relations Board	Meet the National Labor Relations Board General Counsel
Rubin	Mori	Regional Director	National Labor Relations Board	Revisiting the Scope of "Protected" Activity
Carter	Geoffrey	Administrative Law Judge	National Labor Relations Board	NLRA Fundamentals: An Interactive Labor Law Primer

Thank you,

Roxanne Rothschild
Executive Secretary
National Labor Relations Board
1015 Half Street SE, Office 5011, Washington, DC 20570
roxanne.rothschild@nlrb.gov | 202-273-2917

From: Brad Hoffman <Brad.Hoffman@americanbar.org>
Sent: Thursday, September 9, 2021 4:00 PM
To: amy.gaylord@akerman.com
Cc: Rothschild, Roxanne L. <Roxanne.Rothschild@nlrb.gov>; lbjurgess@burgess-laborlaw.com; Nicole Decter <ndecter@segaloitman.com>
Subject: Re: ABA LEL 15th Annual Section Conference-- LM Speaker Selections

Amy -

The following travel expense reimbursement will apply to all NLRB speakers:

Airfare - Up to \$500

Hotel - One night at group rate (\$299 plus taxes)

Ground Transportation - Up to \$100

We also will waive the Conference registration fee for the NLRB speakers.

Let me know if you have any questions or need additional information.

Thanks.

Brad

Brad Hoffman

Director

ABA Section of Labor and Employment Law

321 N. Clark Street

Chicago, IL 60654

312.988.5815

Brad.Hoffman@americanbar.org

From: amy.gaylord@akerman.com <amy.gaylord@akerman.com>

Sent: Thursday, September 9, 2021 2:46 PM

To: Brad Hoffman <Brad.Hoffman@americanbar.org>

Cc: Roxanne.Rothschild@nlrb.gov <Roxanne.Rothschild@nlrb.gov>

Subject: FW: ABA LEL 15th Annual Section Conference-- LM Speaker Selections

Hi Brad,

As you know, we have invited the Board members, GC, and DGC to speak at the Section Conference. The speaker list is attached for your reference. Can you please let us know what travel funds are available for them from the ABA in terms of hotel, airfare, etc? We are very excited to have them join us once again!

Thanks so much!

Amy

[vCard](#) | [Profile](#) | [Blog](#) | [Podcast](#)

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Ketcham, Lori](#); [Rutter, Jessica](#); [Blado, Kayla](#)
Subject: RE: College athletes
Date: Thursday, September 30, 2021 6:18:00 AM

Good Morning Jennifer,

(b) (5)
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[Redacted]
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(b) (5)
[Redacted]
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[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]

Please let us know if you have any follow-up questions.
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Wednesday, September 29, 2021 12:55 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Blado, Kayla <Kayla.Blado@nlrb.gov>
Subject: FW: College athletes

OK to do this webinar?

From: Jayma Meyer (b) (6)
Sent: Wednesday, September 29, 2021 11:46 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Subject: College athletes

Hi Jennifer: Congratulations on taking a stance regarding college athletes and the NLRB. This is such an important topic and it is very helpful to have your guidance and involvement. Please let me introduce myself. I teach sports law at Indiana University, work on issues relating to Title IX athletics compliance and also have written scholarship on antitrust that also touches upon the issues raised in your memo. I am writing to you in my capacity as a board member of the non-profit, sports lawyers association and chair of their committee "Time for IX" (see description below). I was wondering if

you would be willing to be on a virtual webinar that would discuss your memorandum and also the impact on women's sports if certain college employees are classified as employees. We could totally work around your schedule and do it when it may be most convenient for you. Very much hope that you might be willing to participate with us on this most important topic. Thanks much for your consideration. Best, Jayma Meyer

The Sports Lawyers Association proudly presents ***Time for IX***, a celebration of Title IX's 50th anniversary. The celebration of this landmark federal law prohibiting discrimination on the basis of sex will begin in late 2021 and continue through the law's June 23, 2022, anniversary date. ***Time for IX*** will feature interactive webinars, panels, discussions, and social events to explore the social, legal, and political history of Title IX, hot topics and emerging issues related to Title IX, and opportunities for lawyers, non-lawyers and law students to help eliminate sex discrimination in sports. Please watch for announcements of SLA ***Time for IX*** events. Join the celebration—and the movement!

From: Burow, Kathy
To: Abruzzo, Jennifer
Cc: Ketcham, Lori; Ohr, Peter S.; Rubin, Mori
Subject: RE: ABA LEL 15th Annual Section Conference-- LM Speaker Selections
Date: Wednesday, October 6, 2021 11:27:00 AM

Good Morning,

(b) (5)

(b) (5)

Please let us know if you have any additional questions.
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Friday, September 10, 2021 8:28 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Ohr, Peter S. <Peter.Ohr@nlrb.gov>
Subject: Re: ABA LEL 15th Annual Section Conference-- LM Speaker Selections

As the same ABA request also went to Peter, please send response about attending the ABA conference at related events and reimbursement of costs to both of us. Thanks!
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From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Friday, September 10, 2021 8:21 AM
To: Burow, Kathy
Cc: Ketcham, Lori
Subject: Fwd: ABA LEL 15th Annual Section Conference-- LM Speaker Selections

ABA cost reimbursement info is highlighted.
Get [Outlook for iOS](#)

From: Rothschild, Roxanne L. <Roxanne.Rothschild@nlrb.gov>
Sent: Thursday, September 9, 2021 8:08 PM
To: McFerran, Lauren; Kaplan, Marvin E.; Ring, John; Wilcox, Gwynne; Prouty, David M.; Abruzzo, Jennifer; Ohr, Peter S.
Cc: Burow, Kathy; Krafts, Andrew J.; Rutter, Jessica
Subject: FW: ABA LEL 15th Annual Section Conference-- LM Speaker Selections

All:

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McFerran	Hon. Lauren	Chairman	National Labor Relations Board	Meet the National Labor Relations Board
Prouty	Hon. David	Board Member	National Labor Relations Board	Meet the National Labor Relations Board
Ring	Hon. John F.	Board Member	National Labor Relations Board	Meet the National Labor Relations Board
Wilcox	Hon. Gwynne	Board Member	National Labor Relations Board	Meet the National Labor Relations Board
Abruzzo	Jennifer	General Counsel	National Labor Relations Board	Meet the National Labor Relations Board General Counsel
Ohr	Peter S.	Deputy General Counsel	National Labor Relations Board	Meet the National Labor Relations Board General Counsel
Rubin	Mori	Regional Director	National Labor Relations Board	Revisiting the Scope of "Protected" Activity
Carter	Geoffrey	Administrative Law Judge	National Labor Relations Board	NLRA Fundamentals: An Interactive Labor Law Primer

Thank you,

Roxanne Rothschild

Executive Secretary
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1015 Half Street SE, Office 5011, Washington, DC 20570
roxanne.rothschild@nrlb.gov | 202-273-2917

From: Brad Hoffman <Brad.Hoffman@americanbar.org>
Sent: Thursday, September 9, 2021 4:00 PM
To: amy.gaylord@akerman.com
Cc: Rothschild, Roxanne L. <Roxanne.Rothschild@nrlb.gov>; lbjurgess@burgess-laborlaw.com; Nicole Decter <ndecter@segalroitman.com>
Subject: Re: ABA LEL 15th Annual Section Conference-- LM Speaker Selections

Amy -

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Airfare - Up to \$500

Hotel - One night at group rate (\$299 plus taxes)

Ground Transportation - Up to \$100

!

We also will waive the Conference registration fee for the NLRB speakers.

Let me know if you have any questions or need additional information.

Thanks.

Brad

Brad Hoffman

Director
ABA Section of Labor and Employment Law
321 N. Clark Street
Chicago, IL 60654
312.988.5815
Brad.Hoffman@americanbar.org

From: amy.gaylord@akerman.com <amy.gaylord@akerman.com>
Sent: Thursday, September 9, 2021 2:46 PM
To: Brad Hoffman <Brad.Hoffman@americanbar.org>
Cc: Roxanne.Rothschild@nrlb.gov <Roxanne.Rothschild@nrlb.gov>
Subject: FW: ABA LEL 15th Annual Section Conference-- LM Speaker Selections

Hi Brad,

As you know, we have invited the Board members, GC, and DGC to speak at the Section Conference. The speaker list is attached for your reference. Can you please let us know what travel funds are available for them from the ABA in terms of hotel, airfare, etc? We are very excited to have them join us once again!

Thanks so much!

Amy

[vCard](#) | [Profile](#) | [Blog](#) | [Podcast](#)

From: [Denise Gold](#)
To: [Abruzzo, Jennifer](#)
Cc: [Burow, Kathy](#); [Hammonds, Ashley](#)
Subject: RE: Invitation to Speak
Date: Tuesday, November 9, 2021 4:27:43 PM
Attachments: [image001.png](#)
[image003.png](#)

Thank you very much for the quick reply. Hopefully, the Ethics Office won't be a problem. In case relevant, let me mention that the AGC Labor and Employment Law Council is a separate corporation from AGC, with its own membership and bylaws. It is a 501(c)(6) nonprofit organization whose primary purpose is to facilitate the exchange of information among, and provide educational opportunities for, attorneys representing construction employers in labor and employment law. It does not engage in lobbying activities.

We sure hope you'll be able to join us, but we would be glad to have the deputy GC speak if a conflict arises for you. Incidentally, Richard Bock spoke last year and was very well-received. We would also be honored to have him back if neither you nor the deputy can make it for some reason.

Have a nice evening.

Denise Gold

Corporate and Labor Senior Counsel
The Associated General Contractors of America
2300 Wilson Blvd., Suite 300
Arlington, VA 22201
Phone: (703) 837-5326
Email: denise.gold@agc.org
www.agc.org

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, November 9, 2021 2:57 PM
To: Denise Gold <denise.gold@agc.org>
Cc: Burow, Kathy <Kathy.Burow@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: RE: Invitation to Speak

Thanks so much for reaching out Denise. I will speak to our Ethics Office to ensure that I can speak at it. That date should be fine, but if I have a conflict, I hope that you'll allow me to send the Deputy General Counsel. Please let me know if that's okay.

From: Denise Gold <denise.gold@agc.org>
Sent: Tuesday, November 9, 2021 2:10 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Subject: Invitation to Speak

General Counsel Abruzzo,

It was a pleasure seeing you present this morning at the U.S. Chamber of Commerce's Labor Relations Committee Meeting (both of us remotely). I hope you remember me, though it's been a


long time since we've spoken. I have been remiss in not reaching out sooner to congratulate you on your well-deserved appointment to general counsel, but I'm sure you have been too busy to notice who and who hasn't reached out.

On behalf of the AGC Labor and Employment Law Council to invite you to present at the Council's Annual Construction Labor Law Symposium on Friday, May 6, 2022, in person at the Fairmont Washington DC Georgetown. We have not yet finalized the schedule, but it's likely that a good time slot for your presentation will be 8:30-9:20 a.m. (including time for Q&A). We're flexible at this point, though, if that time doesn't work for you. (I realize that it's six months off, but better too early than too late when it comes to invitations!) If you honor us with an acceptance, we would ask you to talk about your priorities and agenda as general counsel (along the lines of your presentation this morning), as well as any cases you're looking for or facing that would significantly impact construction employers.

As you may recall, the AGC Labor and Employment Law Council is a network of labor lawyers who represent chapters and construction companies that are members of The Associated General Contractors of America across the country. The symposium is a CLE event attended by Council members (seasoned attorneys) and a few AGC chapter labor relations managers. Typical attendance is about 50 people. The agenda regularly includes at least one or two presentations by the NLRB general counsel, NLRB member, or other high-level representatives of the agency. We hope you'll join us and continue the tradition.

Thanks very much for your consideration of this invitation.

Best,
Denise


Denise Gold
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2300 Wilson Blvd., Suite 300
Arlington, VA 22201
Phone: (703) 837-5326
Email: denise.gold@agc.org
www.agc.org

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Subject: RE: Invitation to Speak
Date: Tuesday, November 9, 2021 5:24:00 PM
Attachments: [image001.png](#)
[image002.png](#)

Confirming receipt.

Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, November 9, 2021 2:57 PM
To: Denise Gold <denise.gold@agc.org>
Cc: Burow, Kathy <Kathy.Burow@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: RE: Invitation to Speak

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Sent: Tuesday, November 9, 2021 2:10 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Subject: Invitation to Speak

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Best,
Denise



Denise Gold

Corporate and Labor Senior Counsel
The Associated General Contractors of America
2300 Wilson Blvd., Suite 300
Arlington, VA 22201

Phone: (703) 837-5326

Email: denise.gold@agc.org

From: [Abruzzo, Jennifer](#)
To: [Ketcham, Lori](#)
Cc: [Burow, Kathy](#)
Subject: Re: Invitation to Speak
Date: Thursday, November 11, 2021 12:10:53 PM
Attachments: [image001.png](#)

Sure. I'll call you when I get a moment.

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From: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Sent: Thursday, November 11, 2021 7:29:04 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Burow, Kathy <Kathy.Burow@nlrb.gov>
Subject: RE: Invitation to Speak

(b) (5)
[Redacted]
[Redacted]
[Redacted]
[Redacted]

Enjoy the conference,
Lori

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Wednesday, November 10, 2021 11:55 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: Re: Invitation to Speak

(b) (5)
[Redacted]
[Redacted]

Get [Outlook for iOS](#)

From: Burow, Kathy <[Kathy.Burow@nlrb.gov](#)>
Sent: Wednesday, November 10, 2021 3:21:32 PM
To: Abruzzo, Jennifer <[Jennifer.Abruzzo@nlrb.gov](#)>
Cc: Ketcham, Lori <[Lori.Ketcham@nlrb.gov](#)>
Subject: RE: Invitation to Speak

Good Evening Jennifer,

(b) (5)
[Redacted]
[Redacted]
[Redacted]

(b) (5)

Enjoy the conference!

Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Sent: Wednesday, November 10, 2021 2:42 PM

To: Burow, Kathy <Kathy.Burow@nlrb.gov>

Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>

Subject: Re: Invitation to Speak

(b) (5)

Get [Outlook for iOS](#)

From: Burow, Kathy <Kathy.Burow@nlrb.gov>

Sent: Wednesday, November 10, 2021 1:17 PM

To: Abruzzo, Jennifer

Cc: Hammonds, Ashley; Ketcham, Lori

Subject: RE: Invitation to Speak

Good Afternoon Jennifer,

(b) (5)

(b) (5)

(b) (5)

(b) (5)

(b) (5)

Please let us know if you have any questions regarding this guidance. (b) (5)

Thanks,
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, November 9, 2021 2:57 PM
To: Denise Gold <denise.gold@agc.org>
Cc: Burow, Kathy <Kathy.Burow@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: RE: Invitation to Speak

Thanks so much for reaching out Denise. I will speak to our Ethics Office to ensure that I can speak at it. That date should be fine, but if I have a conflict, I hope that you'll allow me to send the Deputy General Counsel. Please let me know if that's okay.

From: Denise Gold <denise.gold@agc.org>
Sent: Tuesday, November 9, 2021 2:10 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Subject: Invitation to Speak

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Thanks very much for your consideration of this invitation.

Best,
Denise



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Email: denise.gold@agc.org
www.agc.org

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#); [Leon, Carmen](#)
Cc: [Rutter, Jessica](#); [Hammonds, Ashley](#)
Subject: RE: BASF Labor & Employment Law Annual Conference 2022
Date: Thursday, November 18, 2021 11:13:00 AM

Good Morning Jennifer,

(b) (5)

Please let us know if you have any questions regarding this guidance. (b) (5)

Thanks,

Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, November 16, 2021 12:20 AM
To: Leon, Carmen <Carmen.Leon@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: RE: BASF Labor & Employment Law Annual Conference 2022

Thank you Carmen. I am cc'ing our Ethics Office to ensure that I can participate. Also, as we are under a CR, I cannot commit to any speaking engagements after December 3, 2021. While I would be happy to participate, you'll need to follow back up with me once we have another CR or an appropriations. Take good care, Jennifer

From: Leon, Carmen <Carmen.Leon@nlrb.gov>
Sent: Monday, November 15, 2021 10:23 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Subject: BASF Labor & Employment Law Annual Conference 2022

General Counsel Abruzzo,

I hope this email finds you well. I am writing to you, not as an NLRB Field Attorney, but as a member of the Bar Association of San Francisco (BASF) Labor & Employment Law Section Executive Committee. I would like to invite you to our Annual Conference taking place virtually on February 3 & 4, 2022. This conference is a highly anticipated yearly event among Bay Area labor and employment law practitioners given it allows for presentations and discussions on some of the most cutting edge topics within our Section's practice area. This year will be no different, and we hope that you will join us as a speaker for a panel on Appointed Labor & Employment Agency Leaders. We hope that in this panel, our distinguished speakers will share with the bar their challenges, priorities,

and respective agencies' anticipated trajectories during their terms. This panel topic may of course be molded and refined by the speakers themselves.

In its 46th year, this conference traditionally takes place in beautiful Yosemite National Park. However, due to the continuing pandemic, the conference will be held virtually for the second year in a row. The panels range in length from 1-1.5 hours, and the time slot for this panel will still have to be determined by the participating speakers, likely between the hours of 9 a.m. and 5 p.m. PST.

I hope that you will join us in speaking directly to an audience of very experienced and renowned labor and employment attorneys from the San Francisco Bay Area and beyond. (I, personally, would be very excited to hear you speak at our time-honored event.) Please do not hesitate to contact me if you have any questions. I look forward to hearing from you.

Sincerely,

Carmen León

From: [Rothschild, Roxanne L.](#)
To: [Abruzzo, Jennifer](#); [McFerran, Lauren](#)
Cc: [Ohr, Peter S.](#); [Rutter, Jessica](#); [Ketcham, Lori](#); [Burow, Kathy](#); [Krafts, Andrew J.](#)
Subject: RE: [EXTERNAL] International seminar on dispute resolution involving platform labour - China
Date: Friday, November 19, 2021 11:24:20 AM

Yes

Roxanne Rothschild

Executive Secretary
National Labor Relations Board
1015 Half Street SE, Office 5011, Washington, DC 20570
roxanne.rothschild@nrlb.gov | 202-273-2917

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlb.gov>
Sent: Friday, November 19, 2021 11:22 AM
To: Rothschild, Roxanne L. <Roxanne.Rothschild@nrlb.gov>; McFerran, Lauren <Lauren.McFerran@nrlb.gov>
Cc: Ohr, Peter S. <Peter.Ohr@nrlb.gov>; Rutter, Jessica <Jessica.Rutter@nrlb.gov>; Ketcham, Lori <Lori.Ketcham@nrlb.gov>; Burow, Kathy <Kathy.Burow@nrlb.gov>; Krafts, Andrew J. <Andrew.Krafts@nrlb.gov>
Subject: RE: [EXTERNAL] International seminar on dispute resolution involving platform labour - China

I presume that this would be virtual – is that right?

From: Rothschild, Roxanne L. <Roxanne.Rothschild@nrlb.gov>
Sent: Friday, November 19, 2021 11:00 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlb.gov>; McFerran, Lauren <Lauren.McFerran@nrlb.gov>
Cc: Ohr, Peter S. <Peter.Ohr@nrlb.gov>; Rutter, Jessica <Jessica.Rutter@nrlb.gov>; Ketcham, Lori <Lori.Ketcham@nrlb.gov>; Burow, Kathy <Kathy.Burow@nrlb.gov>; Krafts, Andrew J. <Andrew.Krafts@nrlb.gov>
Subject: RE: [EXTERNAL] International seminar on dispute resolution involving platform labour - China

Great – thank you! I let David Thaler know that the first week of March is the ABA Midwinter Meeting. I also asked that if an NLRB representative were to participate, it would be good to find a better time slot, and he agreed.

Much appreciated,

Roxanne Rothschild

Executive Secretary
National Labor Relations Board
1015 Half Street SE, Office 5011, Washington, DC 20570
roxanne.rothschild@nrlb.gov | 202-273-2917

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Friday, November 19, 2021 10:31 AM
To: Rothschild, Roxanne L. <Roxanne.Rothschild@nlrb.gov>; McFerran, Lauren <Lauren.McFerran@nlrb.gov>
Cc: Ohr, Peter S. <Peter.Ohr@nlrb.gov>; Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>; Krafts, Andrew J. <Andrew.Krafts@nlrb.gov>
Subject: RE: [EXTERNAL] International seminar on dispute resolution involving platform labour - China

Thanks Roxanne. Presuming that we'll have an appropriation (or be on a CR), I am interested in participating if the date/time works out with my schedule.

From: Rothschild, Roxanne L. <Roxanne.Rothschild@nlrb.gov>
Sent: Friday, November 19, 2021 9:30 AM
To: McFerran, Lauren <Lauren.McFerran@nlrb.gov>; Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Ohr, Peter S. <Peter.Ohr@nlrb.gov>; Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>; Krafts, Andrew J. <Andrew.Krafts@nlrb.gov>
Subject: FW: [EXTERNAL] International seminar on dispute resolution involving platform labour - China

Lauren and Jennifer:

Update re: the ILO speaking event in China. I heard from David Thaler at FMCS this morning that the conference is being postponed due to COVID. He was told that it will be rescheduled for a time after the Winter Olympics, so David thinks it will be held sometime in March 2022. Please let me know if you may be interested in participating now that it won't be such difficult timing (i.e., 2:00 am on Thanksgiving day). I'm forwarding Kathy's ethics email from yesterday as Lauren and Andy have not seen it.

Also, with the rescheduling, perhaps they would consider giving you a time slot that would not be so difficult given the time zones. For example, if you spoke at 8:00 pm our time, it would be 9:00 am their time. That would be much better. Let me know if you would like to reconsider participating in the conference now that it is being rescheduled.

Thank you,

Roxanne Rothschild
Executive Secretary
National Labor Relations Board
1015 Half Street SE, Office 5011, Washington, DC 20570
roxanne.rothschild@nlrb.gov | 202-273-2917

From: Burow, Kathy <Kathy.Burow@nlrb.gov>
Sent: Thursday, November 18, 2021 2:51 PM

To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Cc: Ohr, Peter S. <Peter.Ohr@nlrb.gov>; Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Rothschild, Roxanne L. <Roxanne.Rothschild@nlrb.gov>

Subject: RE: [EXTERNAL] International seminar on dispute resolution involving platform labour - China

Good Afternoon Jennifer,

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

Please let us know if you have any follow-up questions.
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Sent: Tuesday, November 16, 2021 3:46 PM

To: Rothschild, Roxanne L. <Roxanne.Rothschild@nlrb.gov>

Cc: Ohr, Peter S. <Peter.Ohr@nlrb.gov>; Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Ketcham, Lori

<Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>

Subject: RE: [EXTERNAL] International seminar on dispute resolution involving platform labour - China

Thanks Roxanne. I'll start the process by reaching out to our Ethics Office copied here.

From: Rothschild, Roxanne L. <Roxanne.Rothschild@nlrb.gov>

Sent: Tuesday, November 16, 2021 12:33 PM

To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Cc: Ohr, Peter S. <Peter.Ohr@nlrb.gov>

Subject: FW: [EXTERNAL] International seminar on dispute resolution involving platform labour - China

Jennifer:

[David Thaler](#) from FMCS contacted me last week about a virtual speaking opportunity for a conference in Beijing, China. He said that the ILO office in Beijing will be conducting a conference regarding adjudication of matters involving what they call the "platform" economy, which is akin to our "gig" economy. They requested that the NLRB Chairman speak about how U.S. labor laws apply to individuals who work in the platform/gig economy. The speaker will appear live by videoconference.

Lauren will not be able to present at this conference, given the timing on Thanksgiving day. She suggested that I contact you, as you would be a good person to speak on the subject of the application of U.S. labor laws to the gig economy.

A few things to consider:

- When John Ring was Chairman, he received an invitation to go to Taiwan to represent the NLRB. He had to check with the State Department to make sure that it was okay for him to accept the invitation. I don't know whether this would apply to an international speaking engagement that would not involve travel.
- There is a 13 hour time difference, so **you would be speaking at 2:00 am on Thanksgiving day.**
- Although they have asked the FMCS to cover procedural issues, they would like the NLRB representative to discuss legal issues involving employees in the "gig" (or "platform") economy.

Please feel free to contact David Thaler if you have any questions about this speaking engagement or if you would like to speak at the conference. David can be reached at (b) (6). Please let me know if you have any other questions.

Thank you,

Roxanne Rothschild

Executive Secretary
National Labor Relations Board
1015 Half Street SE, Office 5011, Washington, DC 20570
roxanne.rothschild@nrlb.gov | 202-273-2917

From: Thaler David <dthaler@fmcs.gov>
Sent: Wednesday, November 10, 2021 1:00 PM
To: Rothschild, Roxanne L. <Roxanne.Rothschild@nrlb.gov>
Subject: FW: [EXTERNAL] International seminar on dispute resolution involving platform labour - China

Dear Roxanne:

It was a pleasure reconnecting with you this morning. Below please find the details of the conference that we discussed. In my meeting with the ILO team this morning, we talked about giving the NLRB that slot in Session 5-2 and moving FMCS to an earlier slot. If you have any questions that I can't answer, I am happy to make the intro to the ILO team for you. I look forward to hearing from you. My mobile is (b) (6).

Have a good afternoon and, if we don't speak, a meaningful holiday.

David

From: Lear, Julia <lear@ilo.org>
Sent: Monday, November 1, 2021 9:57 AM
To: Thaler David <dthaler@fmcs.gov>
Cc: Van Goethem, Valerie <vangoethem@ilo.org>
Subject: [EXTERNAL] International seminar on dispute resolution involving platform labour - China

Hello Mr. Thaler –

The ILO Beijing Office is working with the Mediation and Arbitration Management Department of the Ministry of Human Resources and Social Security of China to organise an international seminar on new forms of employment and labour dispute resolution institutions. We would like to invite the FMCS to participate in the seminar that will take place on 24-25 November 2021.

The planned international seminar is based on an acute awareness of the challenges presented by new forms of employment, where the dispute resolution has become one of the "testing" grounds for various perceptions, approaches, and reflective responses to the new phenomenon, crystallising the challenges in the development and innovations in the institutions and mechanisms for effective social and labour protection.

The initiative builds on sustained efforts of collaboration between the ILO and Chinese partners on the

issues of new forms of employment, which have led of a number of joint research projects. The audience will be composed of high level practitioners, policy makers, government officials, academics...

The modality of the meeting would be hybrid: face-to-face for Chinese participants, online participation for international speakers, and possible pre-recorded video presentation.

Various sessions of the seminar will have an international perspective, including:

Session 1-2: "A global overview of mechanisms and operations of the labour disputes resolution systems"

Session 2-1 "Challenges brought by new types of employment to labour disputes resolution mechanism and response measures - global situation"

Session 2-2 "Analysis of labour dispute cases on new types of employment-international experience"

Session 3-2 "International experience on policy measures to protect workers in new types of employment"

Session 5-2 "International experience on labour disputes information system"

We would like to invite FMCS to present during **Session 5-2**. This session is provisionally scheduled on **November 25th at 3.00 PM (Beijing time)**. However the exact timing still needs to be confirmed.

Session 5-2 would focus on FMCS's experience with electronic case management and will address issues related to:

- Online case hearing initiatives – especially in response to the Covid-19 pandemic and related "social distancing" measures (use of IT);
- Internet-based "case management" developments (e.g. for "users" to track their cases along the procedural flow chart);
- Publication practices (of arbitration/court decisions for public dissemination and awareness);
- Development of "jurisprudence", compilation or analysis of cases – interpretations, application of laws, etc.

The intervention would take place online – ideally 'live' to allow Q&A.

However, the presentation could also be pre-recorded if need be, but we hope that live Q&A would still be possible.

Hoping that you will be able to participate, and remaining at your disposal for any further clarification/information,

I thank you for your time and consideration.

Julia Lear

Labour law specialist

Labour law and reform unit

Governance and Tripartism Department

T: +41 22 799 6622

E: lear@ilo.org

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CH-1211 Geneva 22

Switzerland



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From: [Leon, Carmen](#)
To: [Rutter, Jessica](#); [Abruzzo, Jennifer](#)
Cc: [Burow, Kathy](#); [Hammonds, Ashley](#)
Subject: RE: BASF Labor & Employment Law Annual Conference 2022
Date: Thursday, December 2, 2021 4:05:42 PM

Thank you so much - this is wonderful!

I will check back in when I have more details to share, including the exact time set for the panel (it is looking like February 4 will be the day). As of right now I can report that we have two more panelists confirmed including EEOC Vice Chair Jocelyn Samuels and California Department of Industrial Relations General Counsel Doris Ng.

Best,
Carmen

From: Rutter, Jessica <Jessica.Rutter@nrlb.gov>
Sent: Thursday, December 2, 2021 11:00 AM
To: Leon, Carmen <Carmen.Leon@nrlb.gov>; Abruzzo, Jennifer <Jennifer.Abruzzo@nrlb.gov>
Cc: Burow, Kathy <Kathy.Burow@nrlb.gov>; Hammonds, Ashley <Ashley.Hammonds@nrlb.gov>
Subject: RE: BASF Labor & Employment Law Annual Conference 2022

Carmen, I hope you are doing well. The General Counsel will be able to speak virtually at the BASF Labor & Employment Law Annual Conference, as long as the NLRB has received a CR that funds the Agency through February 4, 2022 or full appropriations for FY2022. Please be in touch with us about details as the event nears (including as soon as possible the exact time slot) and please share any event materials that mention the GC, as we'll need to run those through Ethics. Thanks very much, Jessica

From: Leon, Carmen <Carmen.Leon@nrlb.gov>
Sent: Tuesday, November 16, 2021 9:26 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nrlb.gov>; Burow, Kathy <Kathy.Burow@nrlb.gov>; Hammonds, Ashley <Ashley.Hammonds@nrlb.gov>
Subject: RE: BASF Labor & Employment Law Annual Conference 2022

Thank you so much for your response. I will circle back after December 3, 2021.

Best,
Carmen

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlb.gov>
Sent: Monday, November 15, 2021 9:20 PM
To: Leon, Carmen <Carmen.Leon@nrlb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nrlb.gov>; Burow, Kathy <Kathy.Burow@nrlb.gov>; Hammonds,

Ashley <Ashley.Hammonds@nrlb.gov>

Subject: RE: BASF Labor & Employment Law Annual Conference 2022

Thank you Carmen. I am cc'ing our Ethics Office to ensure that I can participate. Also, as we are under a CR, I cannot commit to any speaking engagements after December 3, 2021. While I would be happy to participate, you'll need to follow back up with me once we have another CR or an appropriations. Take good care, Jennifer

From: Leon, Carmen <Carmen.Leon@nrlb.gov>

Sent: Monday, November 15, 2021 10:23 PM

To: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlb.gov>

Subject: BASF Labor & Employment Law Annual Conference 2022

General Counsel Abruzzo,

I hope this email finds you well. I am writing to you, not as an NLRB Field Attorney, but as a member of the Bar Association of San Francisco (BASF) Labor & Employment Law Section Executive Committee. I would like to invite you to our Annual Conference taking place virtually on February 3 & 4, 2022. This conference is a highly anticipated yearly event among Bay Area labor and employment law practitioners given it allows for presentations and discussions on some of the most cutting edge topics within our Section's practice area. This year will be no different, and we hope that you will join us as a speaker for a panel on Appointed Labor & Employment Agency Leaders. We hope that in this panel, our distinguished speakers will share with the bar their challenges, priorities, and respective agencies' anticipated trajectories during their terms. This panel topic may of course be molded and refined by the speakers themselves.

In its 46th year, this conference traditionally takes place in beautiful Yosemite National Park. However, due to the continuing pandemic, the conference will be held virtually for the second year in a row. The panels range in length from 1-1.5 hours, and the time slot for this panel will still have to be determined by the participating speakers, likely between the hours of 9 a.m. and 5 p.m. PST.

I hope that you will join us in speaking directly to an audience of very experienced and renowned labor and employment attorneys from the San Francisco Bay Area and beyond. (I, personally, would be very excited to hear you speak at our time-honored event.) Please do not hesitate to contact me if you have any questions. I look forward to hearing from you.

Sincerely,

Carmen León

From: [Hilerio-Echevarria, Celeste](#)
To: [Abruzzo, Jennifer](#)
Cc: [Ketcham, Lori](#); [Burow, Kathy](#)
Subject: RE: Conversation with Union Presidents
Date: Thursday, December 2, 2021 6:07:00 PM
Attachments: [image001.png](#)
[GC Abruzzo - Lawyers Advisory Panel Oct 26.docx](#)

Jennifer:

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

Please let us know if you have any additional questions (b) (5) [Redacted].

Thanks,

Celeste

Celeste Hilerio Echevarria
Special Ethics Counsel
Office of the General Counsel, Ethics Office

National Labor Relations Board
Office: (202) 273-0071
Mobile: (202) 679-2244
chilerio@nrlrb.gov

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlrb.gov>
Sent: Monday, November 29, 2021 12:39 PM
To: Burow, Kathy <Kathy.Burow@nrlrb.gov>
Subject: FW: Conversation with Union Presidents

Is it okay for me to attend a virtual listening session for a half hour with the local union presidents?

From: Michael Zucker <MZucker@thesoc.org>
Sent: Sunday, November 28, 2021 5:53 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlrb.gov>
Subject: Conversation with Union Presidents

Hi Jennifer,

I think we have only met a couple of times. I'm Michael Zucker the executive director of the Strategic Organizing Center (formerly Change to Win). CWA, SEIU, the Teamsters and Farmworkers are the affiliates of the SOC. We focus exclusively on organizing with these unions and I thought it would be great if you could spend a half an hour or so with us at our next meeting, Monday December 13th from 2 to 4. The presidents and organizing directors of these unions are in attendance at our meetings and I think the work you are tackling at the NLRB is exciting and that it would be helpful for this group to get your latest thinking, have them talk about their campaigns and challenges. Please let me know if you are interested/available and we can coordinate your time, and assist you with any information you would need to prepare. Thanks for considering this request.
Michael

Michael Zucker (he/him)

Executive Director | The SOC

Mobile: [202-258-7322](tel:202-258-7322)

mzucker@thesoc.org

thesoc.org



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From: [Abruzzo, Jennifer](#)
To: [Burow, Kathy](#)
Cc: [Rutter, Jessica](#); [Hammonds, Ashley](#); [Ketcham, Lori](#)
Subject: RE: Invitation to be Webinar panel speaker Feb 10 or 15, 2022
Date: Friday, December 3, 2021 10:04:30 AM

Thanks

From: Burow, Kathy <Kathy.Burow@nlrb.gov>
Sent: Friday, December 3, 2021 9:58 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: Invitation to be Webinar panel speaker Feb 10 or 15, 2022

Good Morning Jennifer,

(b) (5) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

(b) (5) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Please let us know if you have any questions regarding this guidance.

Thanks,
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Thursday, December 2, 2021 11:46 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: Invitation to be Webinar panel speaker Feb 10 or 15, 2022

OK on this speaking engagement? Jess/Ashley, If I get the green light, do I have other conflicting speaking engagements on that date? It actually would be helpful if I could see the entire spreadsheet. Thanks

From: MARK PEARCE <MARK.PEARCE@georgetown.edu>
Sent: Thursday, December 2, 2021 11:35 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Cc: Minor Sinclair <msinclair@progressivereform.org>; M. Isabelle Chaudry <michaudry@progressivereform.org>; Addisalem Gebrekidan <ag2052@georgetown.edu>; Olivia Vita <orv3@georgetown.edu>
Subject: Invitation to be Webinar panel speaker Feb 10 or 15, 2022

Dear General Counsel Abruzzo (Jen),

In Collaboration with the Center for Progressive Reform, Georgetown Workers' Rights Institute will be organizing and hosting a webinar on **Forced Arbitration and Its Impacts on Historically Marginalized Groups.**

We would like to invite you to speak as a panelist on the issue, with your possible observations on its relation to protected concerted activity, individual activity that is viewed as inherently protected (e.g. Peter Ohr's March 2021 memo). One of our goals is to highlight the Epic Systems Case and the NLRB's efforts to address concerted activities in its wake. Your participation in the discussion would be invaluable.

The webinar's date has not been scheduled yet, as we are still reaching out to potential panelists. However, we are interested in having the webinar on **February 10th or 15th 2022.** **Should those dates not work for you, we would endeavor to work around your schedule.**

Please let me know if you are interested and available for the panel discussion.

Warm regards,

Mark



WORKERS' RIGHTS INSTITUTE

MARK GASTON PEARCE

VISITING PROFESSOR | EXECUTIVE DIRECTOR mark.pearce@georgetown.edu
| 202-661-6637

600 New Jersey Avenue | Rm 569 McDonough Hall | Washington, DC NW 20001

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Rutter, Jessica](#); [Hammonds, Ashley](#)
Subject: RE: INVITATION: SHRM Workplace Policy Conference (March 27-29, 2022)
Date: Thursday, December 9, 2021 5:15:00 PM

I am confirming receipt.

Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Thursday, December 9, 2021 12:09 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: Fwd: INVITATION: SHRM Workplace Policy Conference (March 27-29, 2022)

Another speaking engagement request for review. Thanks

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From: Dickens, Emily <Emily.Dickens@shrm.org>
Sent: Wednesday, December 8, 2021 9:32 PM
To: Abruzzo, Jennifer
Cc: Olson, Camille; MBabson@seymfarth.com
Subject: INVITATION: SHRM Workplace Policy Conference (March 27-29, 2022)

Ms. Abruzzo, I hope this email finds you well.

SHRM, the Society for Human Resource Management, invites you to participate in a panel discussion at the [SHRM Workplace Policy Conference](#) on Monday, March 28, 2022, at the [Washington Hilton – Dupont Circle Hotel](#).

SHRM members are eager to learn about the National Labor Relations Board (NLRB) and its role in the formation and implementation of policy impacting work, workers and the workplace. Also invited to the panel are Board Members Gwynne Wilcox and Marvin Kaplan.

Attached please find the formal invitation letter.

We look forward to your response.

Emily

Emily M. Dickens
Chief of Staff, Head of Government Affairs & Corporate Secretary
Office of the President and CEO
Society for Human Resource Management

1800 Duke Street | Alexandria, VA 22314 USA
Emily.Dickens@SHRM.org | +1.703.535.6216
shrm.org



December 7, 2021

The Honorable Jennifer Abruzzo
General Counsel
National Labor Relations Board
1015 Half Street SE
Washington, D.C. 20570

Dear General Counsel Abruzzo:

SHRM, the Society for Human Resource Management, invites you to participate in a panel discussion at the [SHRM Workplace Policy Conference](#) on Monday, March 28, 2022, at the [Washington Hilton – Dupont Circle Hotel](#). SHRM members are eager to learn about the National Labor Relations Board (NLRB) and its role in the formation and implementation of policy impacting work, workers and the workplace. The panel will also include Board Members Gwynne Wilcox and Marvin Kaplan.

As the voice of all things work, workers and the workplace, SHRM is the foremost expert, convener and thought leader on issues impacting today's evolving workplaces. Over 17,000 of our members are actively engaged in workplace issue advocacy and follow workplace litigation and regulatory actions that impact their day-to-day responsibilities. We invite you to share your vision for the world of work and how HR and business professionals can assist you in your efforts.

Thank you for your consideration of this request. Your participation will be memorable for our members and encourage their continued engagement in public policy. Should your team require additional information, please have them contact Chenai Kirkpatrick at Chenai.Kirkpatrick@shrm.org or (703) 535-6352. We are excited to work with you to create better workplaces and a better world for all.

Sincerely,

Johnny C. Taylor, Jr., SHRM-SCP
President & CEO

Emily M. Dickens
*Chief of Staff, Head of Government Affairs
& Corporate Secretary*

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Rutter, Jessica](#); [Hammonds, Ashley](#)
Subject: RE: Littler's Executive Employer Conference May 4-6
Date: Tuesday, December 14, 2021 5:10:00 PM
Attachments: [image001.png](#)
[image002.png](#)

Thanks. Confirming receipt.

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, December 14, 2021 3:48 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: Littler's Executive Employer Conference May 4-6

Another speaking engagement request for your review.

From: Thompson, Tanja <TThompson@littler.com>
Sent: Tuesday, December 14, 2021 1:53 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Subject: Littler's Executive Employer Conference May 4-6

Hi, Jennifer!

I hope this email finds you well and getting ready for a bit of time off over the holidays. I know you've been busy!!

I'm writing to inquire whether you might be willing and able to speak at Littler's client conference in May. The conference is a high-level Labor and Employment Law Conference in Phoenix and we would pay for your travel expenses in accordance with the Board's rules. We've had quite a few other folks from the Board and GC's office come speak and our clients are always eager to hear directly from the Agency about what's going on at the Board/GC's office, what may be on your agenda, etc. We typically do an easy, one hour conversational format so no real prep for you. We can just preview a list of topics/questions in advance that I can ask you. We hope you'll be able to join us. We may have some flexibility on the date (May 4th, 5th or 6th if you don't have flexibility on a particular day). I look forward to hearing from you soon. I also hope to get to Hawaii for P&P/DLL, and hope to see you there.

Warm regards,

Tanja

Tanja Thompson

Office Managing Shareholder

901.322.1223 direct, 901.210.8404 mobile, 901.531.8179 fax

TThompson@littler.com



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From: [Abruzzo, Jennifer](#)
To: [Burow, Kathy](#)
Cc: [Rutter, Jessica](#); [Hammonds, Ashley](#); [Ketcham, Lori](#)
Subject: RE: Littler's Executive Employer Conference May 4-6
Date: Wednesday, December 15, 2021 4:31:18 PM
Attachments: [image001.png](#)
[image002.png](#)

Thanks Kathy

From: Burow, Kathy <Kathy.Burow@nlrb.gov>
Sent: Wednesday, December 15, 2021 3:39 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: Littler's Executive Employer Conference May 4-6

Good Afternoon Jennifer,

(b) (5) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

(b) (5) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

(b) (5) [REDACTED]
[REDACTED]
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[REDACTED]
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[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Please let us know if you have any questions regarding this guidance.

Thanks,
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Sent: Tuesday, December 14, 2021 3:48 PM

To: Burow, Kathy <Kathy.Burow@nlrb.gov>

Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>

Subject: FW: Littler's Executive Employer Conference May 4-6

Another speaking engagement request for your review.

From: Thompson, Tanja <TThompson@littler.com>

Sent: Tuesday, December 14, 2021 1:53 PM

To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Subject: Littler's Executive Employer Conference May 4-6

Hi, Jennifer!

I hope this email finds you well and getting ready for a bit of time off over the holidays. I know you've been busy!!

I'm writing to inquire whether you might be willing and able to speak at Littler's client conference in May. The conference is a high-level Labor and Employment Law Conference in Phoenix and we would pay for your travel expenses in accordance with the Board's rules. We've had quite a few other folks from the Board and GC's office come speak and our clients are always eager to hear directly from the Agency about what's going on at the Board/GC's office, what may be on your agenda, etc. We typically do an easy, one hour conversational format so no real prep for you. We can just preview a list of topics/questions in advance that I can ask you. We hope you'll be able to join us. We may have some flexibility on the date (May 4th, 5th or 6th if you don't have flexibility on a particular day). I look forward to hearing from you soon. I also hope to get to Hawaii for P&P/DLL, and hope to see you there.

Warm regards,

Tanja

Tanja Thompson

Office Managing Shareholder

901.322.1223 direct, 901.210.8404 mobile, 901.531.8179 fax

TThompson@littler.com



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From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Rutter, Jessica](#); [Hammonds, Ashley](#); [Ketcham, Lori](#)
Subject: RE: INVITATION: SHRM Workplace Policy Conference (March 27-29, 2022)
Date: Thursday, December 16, 2021 4:02:00 PM

Jennifer,

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Please let us know if you have any questions regarding this guidance. (b) (5)

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Thanks,
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Thursday, December 9, 2021 12:09 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: Fwd: INVITATION: SHRM Workplace Policy Conference (March 27-29, 2022)

Another speaking engagement request for review. Thanks

Get [Outlook for iOS](#)

From: Dickens, Emily <Emily.Dickens@shrm.org>
Sent: Wednesday, December 8, 2021 9:32 PM
To: Abruzzo, Jennifer
Cc: Olson, Camille; MBabson@seyfarth.com
Subject: INVITATION: SHRM Workplace Policy Conference (March 27-29, 2022)

Ms. Abruzzo, I hope this email finds you well.

SHRM, the Society for Human Resource Management, invites you to participate in a panel discussion at the [SHRM Workplace Policy Conference](#) on Monday, March 28, 2022, at the [Washington Hilton – Dupont Circle Hotel](#).

SHRM members are eager to learn about the National Labor Relations Board (NLRB) and its role in the formation and implementation of policy impacting work, workers and the workplace. Also invited to the panel are Board Members Gwynne Wilcox and Marvin Kaplan.

Attached please find the formal invitation letter.

We look forward to your response.

Emily

Emily M. Dickens
Chief of Staff, Head of Government Affairs & Corporate Secretary
Office of the President and CEO
Society for Human Resource Management
1800 Duke Street | Alexandria, VA 22314 USA
Emily.Dickens@SHRM.org | +1.703.535.6216
shrm.org

From: [Hilario-Echevarria, Celeste](#)
To: [Abruzzo, Jennifer](#)
Cc: [Ketcham, Lori](#); [Burow, Kathy](#); [Rutter, Jessica](#); [Hammonds, Ashley](#)
Subject: RE: AHLA Annual Meeting in Chicago - June 27-29, 2022
Date: Tuesday, December 21, 2021 1:23:00 PM

Jennifer,

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Please let us know if you have any questions regarding this guidance. (b) (5) [Redacted]
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Thanks,

Celeste

Celeste Hilario Echevarria
Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board
Office: (202) 273-0071
Mobile: (202) 679-2244
chilario@nrlrb.gov

From: Rutter, Jessica <Jessica.Rutter@nlrb.gov>

Sent: Monday, December 20, 2021 2:47 PM

To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>

Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Ketcham, Lori <Lori.Ketcham@nlrb.gov>; SM-Ethics <ethics@nlrb.gov>

Subject: RE: AHLA Annual Meeting in Chicago - June 27-29, 2022

Jennifer, We didn't have this one in our records but Ashley just added it. Also, looping Lori and ethics mailbox because Kathy is on leave. Thanks, Jessica

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Sent: Monday, December 20, 2021 2:35 PM

To: Burow, Kathy <Kathy.Burow@nlrb.gov>

Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>

Subject: FW: AHLA Annual Meeting in Chicago - June 27-29, 2022

Kathy,

Did you already weigh in on this?

Thanks,
Jennifer

From: Anderson, Jon <Jon.Anderson@huschblackwell.com>

Sent: Monday, December 20, 2021 2:29 PM

To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Subject: RE: AHLA Annual Meeting in Chicago - June 27-29, 2022

Hi Jennifer;

I hope you are doing well.

I am following up with you to see if you are available to present at the American Health Lawyers Association conference in Chicago next June. When we last exchanged emails, you were unable to commit due to a federal CR expiration and/or appropriations.

The dates are June 27-29 and we hope the meeting is in person.

Thanks.

Jon E. Anderson
Partner

Direct: 608-234-6016
Jon.Anderson@huschblackwell.com

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Thursday, October 21, 2021 12:37 PM
To: Anderson, Jon <Jon.Anderson@huschblackwell.com>
Subject: AHLA Annual Meeting in Chicago - June 27-29, 2022

[EXTERNAL EMAIL]

Jon,

Thank you for the invitation to the above. Because we are under a Continuing Resolution (CR) only through December 3, 2021, I am unable to commit to any speaking engagements beyond that date. Would you mind reaching back out to me once the Agency has either received an actual FY 22 appropriation or is under a CR that includes the dates of the meeting? Look forward to seeing you and hope you are doing well.

Take care,
Jennifer

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Rutter, Jessica](#); [Hammonds, Ashley](#)
Subject: RE: The 2022 Big Sky Labor and Employment Conference
Date: Thursday, January 6, 2022 5:23:00 PM

Confirming receipt.

Have a nice evening,
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Thursday, January 6, 2022 12:10 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: The 2022 Big Sky Labor and Employment Conference

Another speaking engagement request for review. Thanks

From: (b) (6) <[REDACTED]@hrpolicy.org> **On Behalf Of** Roger King
Sent: Thursday, January 6, 2022 9:20 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: (b) (6) <[REDACTED]@hrpolicy.org>
Subject: The 2022 Big Sky Labor and Employment Conference

Jennifer,

I am writing in my capacity as Executive Director of the Big Sky Labor and Employment Institute. The Institute will be holding its 2nd Annual Conference on August 3-5, 2022 in Big Sky, Montana. Our inaugural conference in 2021 was a great success, and we want to build upon that success for the 2022 Conference. We would like you to be part of the Conference for 2022 and speak about developments from the Office of the General Counsel at the National Labor Relations Board.

The Institute will cover all necessary travel and lodging expenses.

We are flexible as to speaking times and dates as we are in the early stages of planning the Conference agenda. To give you a perspective of what we believe the 2022 Conference agenda would look like, attached is the agenda from the 2021 conference. As you will note, we had 15 presidential nominees/Senate confirmed speakers at the conference, including U.S. Federal Circuit Court Judges Jeffrey Sutton and Ryan Nelson. Speakers also included present and past members of the National Labor Relations Board, the Equal Employment Opportunity Commission, the Federal Mediation and Conciliation Service, and the present and past Solicitors of the U.S. Department of Labor. Further, as you may be aware, Big Sky in August is a great venue, and many of our speakers and attendees last year brought family members and friends with them. We would encourage you to also think about that option as you plan your 2022 calendar.

Finally, the 2022 in-person Conference, like the 2021 conference, is contingent upon COVID-19 developments, and we will closely monitor that situation. We were fortunate in 2021 that we had a window of opportunity to have an in-person conference without any medical issues. Our current thinking is that we will only permit fully vaccinated individuals to be speakers and attendees.

Please let me know as soon as possible of your interest and availability to speak this coming August – the best to you and your family this coming New Year.

Thanks,

G. Roger King

HR Policy Association

1001 19th Street North, Suite 1002 | Arlington, VA 22209

Direct: 202-375-5004 | Cell: 614-582-3939 | rking@hrpolicy.org

(b) (6) @hrpolicy.org



THE BIG SKY LABOR AND EMPLOYMENT CONFERENCE

August 4–5, 2021 | Big Sky, Montana

WEDNESDAY, AUGUST 4

All times are in Mountain Time

7:00 a.m. – 8:00 a.m. MT

Registration and Continental Breakfast

Located in the Gallatin/Madison Room in the Yellowstone Conference Center at the Huntley Lodge at the Big Sky Resort

8:00 a.m. – 8:15 a.m. MT

Welcome and Conference Overview

8:15 a.m. – 10:30 a.m. MT

NLRB and Office of General Counsel Developments

Part I

(Panel 1)

The Honorable John Ring

Member

National Labor Relations Board

The Honorable Wilma Liebman

Former Chair

National Labor Relations Board

The Honorable Philip Miscimarra, moderator

Former Chair

National Labor Relations Board

Part II

(Panel 2)

The Honorable Peter Robb

Former General Counsel

National Labor Relations Board

The Honorable Richard Griffin, Jr. (Joining Via ZOOM)

Former General Counsel and Former Member

National Labor Relations Board

The Honorable Jerry Hunter

Former General Counsel

National Labor Relations Board

The Honorable Philip Miscimarra, moderator

10:30 a.m. – 10:45 a.m. MT

Break

WEDNESDAY, AUGUST 4*Continued**10:45 a.m. – 12:00 p.m. MT***A View from the Federal Court of Appeals** *(Panel 3)***The Honorable Jeffrey Sutton**

Chief Judge

The United States Court of Appeals for the Sixth Circuit

The Honorable Ryan Nelson

Judge

The United States Court of Appeals for the Ninth Circuit

*12:00 p.m. – 1:00 p.m. MT***Lunch** *(provided at meeting site)**1:00 p.m. – 2:45 p.m. MT***Labor and Employment Legislative and Regulatory
2021/2022 Agenda** *(Panel 4)***Randi Weingarten**

President

American Federation of Teachers

Glenn Spencer

Senior Vice President, Employment Policy Division

U.S. Chamber of Commerce

Judy Conti

Government Affairs Director

National Employment Law Project

Jade West

Chief Government Relations Officer

National Association of Wholesaler-Distributors

Ademola Oyefeso

International Vice President and Director of the

Legislative and Political Action Department

United Food and Commercial Workers International Union

Matt Haller

President and Chief Executive Officer

International Franchise Association

G. Roger King, moderator

Senior Labor and Employment Counsel

HR Policy Association

*2:45 p.m. – 3:00 p.m. MT***Break**

WEDNESDAY, AUGUST 4*Continued**3:00 p.m. – 4:30 p.m. MT***Employee Voice in the Workplace***(Panel 5)***Michael J. Lotito**

Co-Chair and Shareholder
 Littler Workplace Policy Institute

The Honorable Wilma Liebman

Former Chair
 National Labor Relations Board

David Rolf

Founder and President Emeritus
 Service Employees International Union 775

Mara Swan

Former Executive Vice President, Global Strategy and Talent
 ManpowerGroup

Lori King, moderator

Former Executive Director
 Ohio Nurses Association and Montana Nurses Association

*5:30 p.m. – 7:30 p.m. MT***Reception***Located at Vista Hall in the Exchange Building*

THURSDAY, AUGUST 5*All times are in Mountain Time*

7:00 a.m. – 8:00 a.m. MT

Registration and Continental Breakfast

8:00 a.m. – 10:00 a.m. MT

EEOC Agenda and Developments**Part I***(Panel 6)***The Honorable Janet Dhillon**

Commissioner

Equal Employment Opportunity Commission

The Honorable Keith E. Sonderling

Commissioner

Equal Employment Opportunity Commission

James Paretti, Jr., moderator

Former Chief of Staff and Senior Counsel to Acting Chair

Equal Employment Opportunity Commission

Shareholder, Littler Mendelson

Part II*(Panel 7)***The Honorable Jocelyn Samuels**

Vice Chair

Equal Employment Opportunity Commission

The Honorable Victoria Lipnic

Former Commissioner

Equal Employment Opportunity Commission

James Paretti, Jr., moderator

10:00 a.m. – 10:15 a.m. MT

Break

10:15 a.m. – 12:00 p.m. MT

**The Future of Work Post-COVID-19 –
Lessons (Hopefully) Learned***(Panel 8)***Dr. Fiona Jamison**

Chief Executive Officer

Spring International

Greg Shoemaker

Vice President Global Labor and Employment Law

Emerson

Daniel Murphy

Senior Vice President of Labor Relations and Deputy General Counsel

Verizon

Jennifer Berres

Senior Vice President and Chief Human Resources Officer

HCA Healthcare

THURSDAY, AUGUST 5*Continued*

12:00 p.m. – 1:00 p.m. MT

Lunch *(provided at meeting site)*

1:00 p.m. – 2:00 p.m. MT

**U.S. Department of Labor 2021/2022 Agenda –
Occupational Safety and Health Administration (OSHA),
Wage and Hour, and Office of Federal Contract
Compliance Programs (OFCCP) Issues** *(Panel 9)***The Honorable Seema Nanda**Solicitor of Labor
U.S. Department of Labor**Marc Freedman**Vice President, Workplace Policy, Employment Policy Division
U.S. Chamber of Commerce**The Honorable Kate O’Sannlain**Former Solicitor of Labor
U.S. Department of LaborPartner
Jones Day

2:00 p.m. – 3:15 p.m. MT

**Union Organizing – Practical and Legal Issues and
Collective Bargaining Developments** *(Panel 10)***Ed Chambers**President
United Food & Commercial Workers, Local 1625 Florida
Vice President
United Food and Commercial Workers, Int’l**Melissa Cropper**President, Ohio Federation of Teachers
Vice President, American Federation of Teachers
Secretary/Treasurer, Ohio AFL-CIO**The Honorable Harry Johnson, III**Former Member
National Labor Relations Board
Partner
Morgan, Lewis & Bockius**Samuel Estreicher**Professor & Director, Center for Labor and Employment Law
New York University Law School**The Honorable Richard Giacalone, moderator**Former Director
Federal Mediation and Conciliation Service

THURSDAY, AUGUST 5*Continued*

3:15 p.m. – 3:30 p.m. MT

Break

3:30 p.m. – 5:00 p.m. MT

Who's the Boss? – Independent Contractor, Independent Worker, and Employee Options *(Panel 11)***Daniel V. Yager**

Senior Advisor, Workplace Policy and CEO Emeritus
HR Policy Association

Rick Warters

Former Corporate Vice President, Employee and Labor Relations
United Technologies Corporation

Susan Davis

Partner
Cohen Weiss and Simon LLP

Samuel Estreicher

Professor & Director, Center for Labor and Employment Law
New York University Law School

The Honorable Patrick Pizzella, *moderator*

Former Deputy Secretary
U.S. Department of Labor

8:00 p.m. – 11:30 p.m. MT

Post Conference Reception with Live Music*Located at The Peaks at the Summit Hotel*

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Rutter, Jessica](#); [Hammonds, Ashley](#); [Ketcham, Lori](#)
Subject: RE: Speaker at my class May 2 or April 25
Date: Thursday, January 20, 2022 3:30:00 PM

Good Afternoon Jennifer,

(b) (5)

[REDACTED]

(b) (5)

[REDACTED]

Please let us know if you have any questions regarding this guidance.

Thanks,
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Wednesday, January 19, 2022 1:14 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: Speaker at my class May 2 or April 25

Here's another request for review. Thanks

From: MARK PEARCE <MARK.PEARCE@georgetown.edu>
Sent: Wednesday, January 19, 2022 9:24 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>
Subject: Speaker at my class May 2 or April 25

Good Morning Jen,

I am teaching a seminar this Spring 2022 "Labor Law and the Changing US Workforce" on Mondays 3:30 to 5:30. It has about 15 students and we will be focusing on current trends and whether the Act is working for today's workforce. Would you be willing and available to speak

to the class for 40 min to an hour either May 2 or April 25 on the roll of the GC and your worker protection initiatives? I humbly apologize for yet another ask.

Mark

| WORKERS' RIGHTS INSTITUTE
MARK GASTON PEARCE

VISITING PROFESSOR | EXECUTIVE DIRECTOR mark.pearce@georgetown.edu
| 202-661-6637

600 New Jersey Avenue | Rm 569 McDonough Hall | Washington, DC NW 20001

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Rutter, Jessica](#); [Hammonds, Ashley](#); [Ketcham, Lori](#)
Subject: RE: Invitation to meet with Organizing Directors and Local Counsel
Date: Wednesday, January 26, 2022 9:54:00 AM

Good Morning Jennifer,

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Please let us know if you have any questions regarding this guidance.

Thanks,
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, January 25, 2022 4:36 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: Invitation to meet with Organizing Directors and Local Counsel

Please advise regarding this request. Thanks

From: Nicole Berner <nicole.berner@seiu.org>
Sent: Tuesday, January 25, 2022 3:08 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Alicia Junco <alicia.junco@seiu.org>
Subject: Invitation to meet with Organizing Directors and Local Counsel

Dear Jennifer,

SEIU would like to invite you to meet with the Organizing Directors of SEIU's affiliated local unions along with their local counsel. These Organizing Directors with the assistance of their legal counsel lead SEIU's NLRB focused work which includes organizing workers through the NLRB's representation process and assisting workers in enforcing their rights under the NLRA. They regularly engage with the NLRB's regional staff.

The purpose of the proposed meeting is to give SEIU Organizing Directors and their legal counsel the opportunity to learn more about your role at the NLRB and what issues you have decided to prioritize for investigation and prosecution during your term.

We envision a meeting format that would take place on zoom for one hour. If you are able to accept the invitation, we are happy to discuss scheduling and any additional details needed to plan the meeting. Thank you for your consideration and we look forward to hearing from you.

Nicole

--

Nicole G. Berner
General Counsel

Service Employees International Union
[1800 Massachusetts Avenue, NW](#)
[Washington, DC 20036](#)
[Office: 202-730-7383](#)
Cell: 202-531-9612
Preferred pronouns: she, her, hers

(b) (6)

(b) (6) [@seiu.org](#)

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To ensure compliance with requirements imposed by the IRS, please be advised that, unless otherwise expressly indicated, any federal tax advice contained in this communication was not intended or written to be used, and cannot be used, for the purpose of (i) avoiding tax-related penalties under the Internal Revenue Code or applicable state or local tax law provisions or (ii) promoting, marketing or recommending to another party any tax-related matter addressed herein.

From: [Hilerio-Echevarria, Celeste](#)
To: [Abruzzo, Jennifer](#)
Cc: [Ketcham, Lori](#); [Burow, Kathy](#); [Rutter, Jessica](#); [Hammonds, Ashley](#)
Subject: RE: Meeting with the APWU
Date: Thursday, January 27, 2022 5:35:00 PM

Good Afternoon Jennifer,

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Please let us know if you have any questions regarding this guidance.

Thanks,

Celeste

Celeste Hilerio Echevarria

Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board
Office: (202) 273-0071
Mobile: (202) 679-2244
chilerio@nlrb.gov

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Thursday, January 27, 2022 3:04 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: Meeting with the APWU

Here's another one.

From: Jason Veny <JVeny@murphypllc.com>
Sent: Thursday, January 27, 2022 2:49 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Cc: Rutter, Jessica <Jessica.Rutter@nrlrb.gov>

Subject: Meeting with the APWU

Good afternoon General Counsel Abruzzo,

Our firm represents the American Postal Workers Union. APWU President Mark Dimondstein and a few national officers would like to introduce themselves to you (virtually) and have some general discussions about some issues relevant to the APWU. My partner, and General Counsel to the APWU, Mindy Holmes would also be present.

If you are interested, I think we would only need about 30 minutes. We would be available after 2:30pm on 2/22 or anytime in the afternoon on 2/23. If necessary, I can get a few more dates or work around your schedule.

Thank you in advance and I look forward to connecting you with Mark.

Jason R. Veny

MurphyAnderson PLLC

o (202) 223-2620 ▪ m (202) 957-2909 ▪ f (202) 296-9600

1401 K Street NW ▪ Suite 300 ▪ Washington DC 20005

jveny@murphypllc.com

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Subject: RE: General Counsel Abruzzo - Speaking Invitation - May 2022 session at Upper Midwest Employment Law Institute
Date: Tuesday, February 8, 2022 10:45:00 AM

Good Morning Jennifer,

(b) (5)

[REDACTED]

[REDACTED]

[REDACTED]

Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, February 8, 2022 10:41 AM
To: Liz M. Misiaveg-Patel <lizmp@minncle.org>
Cc: Burow, Kathy <Kathy.Burow@nlrb.gov>
Subject: RE: General Counsel Abruzzo - Speaking Invitation - May 2022 session at Upper Midwest Employment Law Institute

Thanks. I have sent this request to our Ethic Office for review.

From: Liz M. Misiaveg-Patel <lizmp@minncle.org>
Sent: Tuesday, February 8, 2022 9:28 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Subject: RE: General Counsel Abruzzo - Speaking Invitation - May 2022 session at Upper Midwest Employment Law Institute

Good morning, General Counsel Abruzzo – Thank you very much for considering this speaking invitation. If you need any additional information about the proposed session or this Institute, please let me know and I will provide that to you right away.

Thank you for your time!

Best,

Liz

Liz Misiaveg-Patel

Program Attorney, Minnesota CLE

Direct: 651-254-2107

lizmp@minncle.org

From: Liz M. Misiaveg-Patel
Sent: Tuesday, February 1, 2022 11:38 AM
To: jennifer.abruzzo@nlrb.gov
Subject: General Counsel Abruzzo - Speaking Invitation - May 2022 session at Upper Midwest Employment Law Institute

Dear General Counsel Abruzzo –

Thank you so much for speaking at Minnesota CLE's 2021 Labor & Employment Law Institute this past Fall, on November 18, 2021. We greatly appreciate your sharing your time and expertise.

I am writing to see if you might be willing to speak at our **2022 Upper Midwest Employment Law Institute** in May. We estimate that this year's Upper Midwest Employment Law Institute will attract 900-1,000 total participants, with about 50% in-person and 50% online-only. Our attendees would be interested in hearing an update about NLRB guidance and enforcement **regarding matters that impact workplaces regardless of their union status** – for example, the legality of certain handbook provisions, investigative-confidentiality rules, confidentiality and non-disparagement clauses in agreements with employees, and media access rules.

We are excited about this year's Institute and have set it up in a unique way to meet the important needs of varying stakeholders. We will use the following **hybrid model** –

- Day 1: On Monday, May 23, the Institute will be presented to in-person attendees at the Saint Paul (Minnesota) RiverCentre and streamed live to online viewers. **In the currently planned hybrid format, ideally you would present a plenary session in-person at the RiverCentre on Monday, May 23rd.** Having in-person speakers for our in-person audience will create the best educational event experience for them. If you are willing to speak at the Institute, please let me know whether you currently feel comfortable to say that, so long as the public health conditions at the time don't make it inadvisable, you'd most likely be willing to travel and appear in-person to present at the RiverCentre.
- Day 2: On Tuesday, May 24, the Institute will be presented online only; there isn't an in-person option on Tuesday. Tuesday will offer a robust selection of **breakout sessions**. **If you know now that you aren't likely to be traveling and speaking at in-person events in late May – but are interested in presenting a session for our attendees – please let me know as we can schedule your session for that second day.**
- **In any case, if an in-person conference is not advisable in May,** we would change to an online-only delivery for both days and arrange for all faculty to present remotely from their own homes or offices.

Should you accept our invitation, we would pay for your **travel expenses**, including coach-class airfare, hotel, meals, and ground transportation.

Lastly, here is information about COVID protocols –

- **The Saint Paul RiverCentre** is the venue, and these are their current [protocols](#) regarding cleaning and sanitizing, HVAC, food and beverage considerations, personal protection, employee safety, medical response, and contactless and other technology. The top of this webpage lists the current city emergency orders (1) mandating face coverings and (2) requiring proof of vaccination or negative COVID-19 test for events with food and beverage. Those two emergency orders were announced in January and, if not sooner rescinded or later extended, will expire before the Institute.
- Our organization, **Minnesota CLE**, is hosting the Institute. Even if Saint Paul's mask mandate is not in effect at the time of the Institute, we will require that our staff and attendees wear masks. From a social distancing perspective, we are offering a livestream of the Institute for people who wish to attend online. That should significantly reduce the in-person attendance that we would have had at this event pre-pandemic, but we are keeping the same event space that we used in pre-pandemic years. That means fewer people in the same amount of space, which in turn means we can create room sets with fewer chairs set farther apart. Additionally, we will have only two concurrent sessions in any given time slot that day, in contrast to the 9 to 10 concurrent sessions in time slots pre-pandemic. This also increases our ability to create distance in our room sets.
- We would reserve a room for you at **The Saint Paul Hotel**, right by the conference venue. In speaking with the hotel, they report that they are following the strict required guidelines for cleaning and sanitizing, they have hands-off housekeeping meaning that they don't enter a guest's room to clean it during that guest's stay, and they follow other city and state mandates that would cover the hotel when those mandates exist.

If you have any questions as you consider this, please let me know. I'm happy to chat by phone, too, if you'd prefer.

Thank you!

Best regards,
Liz

Liz Misiaveg-Patel

Program Attorney, Minnesota CLE

Direct: 651-254-2107

Lizmp@minncle.org

From: [Hilerio-Echevarria, Celeste](#)
To: [Abruzzo, Jennifer](#)
Cc: [Ketcham, Lori](#); [Burow, Kathy](#); [Rutter, Jessica](#); [Ohr, Peter S.](#); [Hammonds, Ashley](#)
Subject: RE: General Counsel Abruzzo - Speaking Invitation - May 2022 session at Upper Midwest Employment Law Institute
Date: Wednesday, February 9, 2022 1:40:00 PM

Jennifer,

(b) (5) [REDACTED]

[REDACTED]

(b) (5) [REDACTED]

(b) (5) [REDACTED]

Please let us know if you have any questions regarding this guidance. (b) (5) [REDACTED]

Thanks,

Celeste

Celeste Hilerio Echevarria

Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board
Office: (202) 273-0071
Mobile: (202) 679-2244
chilerio@nlrb.gov

From: Burow, Kathy
Sent: Wednesday, February 2, 2022 11:50 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Ohr, Peter S. <Peter.Ohr@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: RE: General Counsel Abruzzo - Speaking Invitation - May 2022 session at Upper Midwest Employment Law Institute

Good morning
Confirming receipt.

Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Wednesday, February 2, 2022 10:52 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Ohr, Peter S. <Peter.Ohr@nlrb.gov>
Subject: FW: General Counsel Abruzzo - Speaking Invitation - May 2022 session at Upper Midwest Employment Law Institute

Another request. Thanks

From: Liz M. Misiaveg-Patel <lizmp@minncle.org>
Sent: Tuesday, February 1, 2022 2:38 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Subject: General Counsel Abruzzo - Speaking Invitation - May 2022 session at Upper Midwest Employment Law Institute

Dear General Counsel Abruzzo –

Thank you so much for speaking at Minnesota CLE's 2021 Labor & Employment Law Institute this past Fall, on November 18, 2021. We greatly appreciate your sharing your time and expertise.

I am writing to see if you might be willing to speak at our **2022 Upper Midwest Employment Law Institute** in May. We estimate that this year's Upper Midwest Employment Law Institute will attract 900-1,000 total participants, with about 50% in-person and 50% online-only. Our attendees would be interested in hearing an update about NLRB guidance and enforcement ***regarding matters that impact workplaces regardless of their union status*** – for example, the legality of certain handbook provisions, investigative-confidentiality rules, confidentiality and non-disparagement clauses in agreements with employees, and media access rules.

We are excited about this year's Institute and have set it up in a unique way to meet the important needs of varying stakeholders. We will use the following **hybrid model** –

- Day 1: On Monday, May 23, the Institute will be presented to in-person attendees at the Saint Paul (Minnesota) RiverCentre and streamed live to online viewers. **In the currently planned hybrid format, ideally you would present a plenary session in-person at the RiverCentre on Monday, May 23rd.** Having in-person speakers for our in-person audience will create the best educational event experience for them. If you are willing to speak at the Institute, please let me know whether you currently feel comfortable to say that, so long as the public health conditions at the time don't make it inadvisable, you'd most likely be willing to travel and appear in-person to present at the RiverCentre.
- Day 2: On Tuesday, May 24, the Institute will be presented online only; there isn't an in-person option on Tuesday. Tuesday will offer a robust selection of **breakout sessions**. **If you know now that you aren't likely to be traveling and speaking at in-person events in late May – but are interested in presenting a session for our attendees – please let me know as we can schedule your session for that second day.**
- **In any case, if an in-person conference is not advisable in May,** we would change to an online-only delivery for both days and arrange for all faculty to present remotely from their own homes or offices.

Should you accept our invitation, we would pay for your **travel expenses**, including coach-class airfare, hotel, meals, and ground transportation.

Lastly, here is information about COVID protocols –

- **The Saint Paul RiverCentre** is the venue, and these are their current [protocols](#) regarding cleaning and sanitizing, HVAC, food and beverage considerations, personal protection, employee safety, medical response, and contactless and other technology. The top of this webpage lists the current city emergency orders (1) mandating face coverings and (2) requiring proof of vaccination or negative COVID-19 test for events with food and beverage. Those two emergency orders were announced in January and, if not sooner rescinded or later extended, will expire before the Institute.
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- We would reserve a room for you at **The Saint Paul Hotel**, right by the conference venue. In speaking with the hotel, they report that they are following the strict required guidelines for cleaning and sanitizing, they have hands-off housekeeping meaning that they don't enter a guest's room to clean it during that guest's stay, and they follow other city and state mandates that would cover the hotel when those mandates exist.

If you have any questions as you consider this, please let me know. I'm happy to chat by phone, too, if you'd prefer.

Thank you!

Best regards,
Liz

Liz Misiaveg-Patel

Program Attorney, Minnesota CLE

Direct: 651-254-2107

Lizmp@minncle.org

From: [Hilerio-Echevarria, Celeste](#)
To: [Abruzzo, Jennifer](#)
Cc: [Ketcham, Lori](#); [Burow, Kathy](#); [Rutter, Jessica](#); [Hammonds, Ashley](#)
Subject: RE: Retaliation-- Great Opportunity
Date: Wednesday, February 9, 2022 1:42:00 PM

Hi Jennifer,

(b) (5)
[Redacted]
[Redacted]
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(b) (5)
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[Redacted]
[Redacted]
[Redacted]
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Please let us know if you have any questions regarding this guidance.

Thanks,

Celeste

Celeste Hilerio Echevarria

Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board
Office: (202) 273-0071
Mobile: (202) 679-2244
chilerio@nrlrb.gov

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlrb.gov>
Sent: Thursday, February 3, 2022 7:57 PM
To: Burow, Kathy <Kathy.Burow@nrlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nrlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nrlrb.gov>
Subject: FW: Retaliation-- Great Opportunity
Importance: High

See below request. Thanks

From: Gregory C. Keating <GKeating@ebglaw.com>
Sent: Thursday, February 3, 2022 7:45 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlrb.gov>; nanda.seema@dol.gov

Cc: Candee Chambers <candee@directemployers.org>

Subject: Retaliation-- Great Opportunity

Importance: High

Jennifer and Seema-

I write in the hopes that you both might consider a fabulous opportunity to reach easily hundreds of employers from around the United States via a zoom roundtable and spread the word on the Joint Initiative which your agencies rolled out in November to combat retaliation against workers in America. The roundtable is being hosted by DirectEmployers (full disclosure, not a client or entity I work with directly).

As background, DirectEmployers is a 501C(6) trade organization with close to 1,000 members that include many of the largest employers in the U.S. In 2021, DirectEmployers debuted its Masterclass series, which focused on understanding and accommodating common disabilities in the workplace. During this powerful series, DirectEmployers invited representatives from the Job Accommodation Network (JAN) into each discussion and guests ranging from Members of DirectEmployers to industry experts, medical professionals, and even the current Director of the Office of Federal Contract Compliance Programs (OFCCP) **Jenny Yang**. DirectEmployers is taking a new spin on its Masterclass series and choosing to focus its sights on Legal-based roundtables where we invite representatives from the employment law landscape to join topic-focused discussions affecting federal contractors/employers in the coming year.

DirectEmployers has decided to offer its first legal-based roundtable on the critically important topic of Retaliation. Their Executive Director, Candee Chambers (copied here) reached out to me and asked if I would join the roundtable conversation which Candee will be hosting. **Please note that Candee has already reached out to Charlotte Burroughs at the EEOC to also join the conversation.** The roundtable is intended to be a conversation and while I would likely discuss the basic legal elements of a retaliation claim, the floor would largely be yours to present and discuss your initiative.

The roundtable will be a zoom meeting for one hour on **February 24 from 2pm ET to 3pm ET**. There would be a pre-zoom meeting at 130 and likely some brief email dialogue in advance of the event.

I truly believe this would be a fabulous opportunity for DOL and NLRB to continue their outreach on this important topic to the employer community and hope that you consider joining the roundtable!!! Please let me know and thanks.



Gregory C. Keating | [Bio](#)
t 617.603.1080 | f 617.249.1573
GKeating@ebglaw.com

125 High Street, Suite 2114 | Boston, MA 02110
t 617.603.1100 | www.ebglaw.com

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From: [Hilerio-Echevarria, Celeste](#)
To: [Abruzzo, Jennifer](#)
Cc: [Ketcham, Lori](#); [Burow, Kathy](#); [Rutter, Jessica](#); [Hammonds, Ashley](#)
Subject: RE: Speaking Invitation to "Virtual" Meeting of US LERN Senior Executives - Wed. March 10 at 11 am ET
Date: Wednesday, February 9, 2022 1:44:00 PM

Hi Jennifer,

(b) (5)
[Redacted]
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[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]

Please let us know if you have any questions regarding this guidance.

Thanks,

Celeste

Celeste Hilerio Echevarria

Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board
Office: (202) 273-0071
Mobile: (202) 679-2244
chilerio@nlrb.gov

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Monday, February 7, 2022 7:55 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: Speaking Invitation to "Virtual" Meeting of US LERN Senior Executives - Wed. March 10 at 11 am ET

Here's another one. Thanks

From: Miscimarra, Philip A. <philip.miscimarra@morganlewis.com>
Sent: Monday, February 7, 2022 7:21 PM

To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Cc: Kachadoorian, Karen <Karen.Kachadoorian@mercer.com>

Subject: Speaking Invitation to "Virtual" Meeting of US LERN Senior Executives - Wed. March 10 at 11 am ET

Dear Jennifer:

I am forwarding this email in the hope that you will agree to speak at a "virtual" meeting conducted by US LERN – which consists of top-level corporate human resources, labor and employee relations executives affiliated with major companies located throughout the United States – on Wednesday, March 10, 2022 starting around 11 am ET. US LERN stands for the "U.S. Labor and Employee Relations Network," and I have copied Karen Kachadoorian, who is the President of US LERN. I serve on US LERN's advisory board, and the other US LERN advisory board members are senior executives associated with Alcoa, Lockheed Martin, Unilever, Shell, Honeywell, Aramark, Nestle, and Marathon, among others.

The US LERN organization dates back to the early 1900s when John D. Rockefeller Jr. convened a team of industrial relations specialists to focus on progressive management practices and collaborative approaches to addressing workplace issues in the US. Since then, US LERN (and a companion organization, Global LERN) have continued the tradition of advancing knowledge and the sharing of best practices for labor and employee relations professionals. Past guest speakers have included many government officials, representatives of non-government organizations, and senior union leaders. These have included NLRB members, Tom Kochan with MIT's Future of Work Institute, Tom Conway, USW President, Marc Perrone, UFCW President, and Dee Taylor, UNITE HERE President, among others.

There would be great interest in everything that you might say about current developments at the NLRB, including your thoughts about the General Counsel's enforcement priorities and ways that employers can adequately anticipate and address NLRA compliance issues. If you speak at the March 10 meeting, I would introduce you and would also be pleased to moderate the session, which we could conduct using a question-and-answer format (thereby eliminating the need for you to prepare remarks in advance). Alternatively, it would be great if you could spend 20-30 minutes covering material that you have already put together for groups like this.

Please let us know what you think, and I would be pleased to provide any additional information that you may need. I hope that everything else is going well for you and our other mutual friends at the Board.

All the best,

Phil

Philip A. Miscimarra

Partner

Morgan, Lewis & Bockius LLP

1111 Pennsylvania Avenue, NW, Washington, DC 20004

Mobile: +1.773.255.7112 | Direct: +1.202.739.5565 | Main: +1.202.739.3000 | Fax: +1.202.739.3001

(b) (6) [\[REDACTED\]@morganlewis.com](mailto:[REDACTED]@morganlewis.com)

110 North Wacker Drive | Chicago, IL 60606

Mobile: +1.773.255.7112 | Direct: +1.312.324.1165 | Main: +1.312.324.1000 | Fax: +1.312.324.1001

(b) (6) [\[REDACTED\]@morganlewis.com](mailto:[REDACTED]@morganlewis.com)

philip.miscimarra@morganlewis.com | www.morganlewis.com

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From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Rutter, Jessica](#); [Hammonds, Ashley](#)
Subject: RE: Panelist Request – 2022 Villanova Law Sports Symposium
Date: Tuesday, February 22, 2022 9:11:00 AM

Good morning,
Confirming receipt!

Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Monday, February 21, 2022 6:30 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: Panelist Request – 2022 Villanova Law Sports Symposium

Another speaking engagement

From: Lili Flores <lflores3@law.villanova.edu>
Sent: Monday, February 21, 2022 6:26 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Jacquelyn Gillen <jgillen4@law.villanova.edu>
Subject: Panelist Request – 2022 Villanova Law Sports Symposium

Hello Ms. Abruzzo:

My name is Lili Flores and I am the Managing Editor of Symposia for the Villanova Jeffrey S. Moorad Sports Law Journal. We wanted to reach out to see if you are interested in speaking at an important event for our Journal. Every year we host our annual Moorad Sports Law Symposium which receives national attention discussing different sports law topics. Last year, College Magazine recognized Villanova's sports law program as 2nd best in the nation and pointed to the Jeffrey S. Moorad Sports Law Journal and annual symposium, which has received coverage by ESPN and the New York Times. This year our event will take place on April 1, 2022 from about 8:30am-noon.

We are interested in having a panel on the future of the NCAA, which will discuss athletes' rights and the potential for unionization of these college players. We would like to invite you to speak on this topic because of your important work at the NLRB and your GC Memo 21-08.

I know you are incredibly busy so we wanted to let you know as far out as possible. We would love to have a conversation with you to discuss the details of this event more in-depth if you are interested in participating in the Symposium. My contact information is 530-514-7905.

Thanks so much for your time in advance!
Lili

Liliana Flores

J.D. Candidate 2022

Villanova University Charles Widger School of Law

Legal Fellow | *Jeffrey S. Moorad Center for the Study of Sports Law*

Managing Editor of Symposia & Special Projects | *Jeffrey S. Moorad Sports Law Journal*

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Rutter, Jessica](#); [Hammonds, Ashley](#)
Subject: RE: Panelist Request – 2022 Villanova Law Sports Symposium
Date: Wednesday, February 23, 2022 10:56:00 AM

Ok. Thanks for the heads up.

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Wednesday, February 23, 2022 10:53 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: RE: Panelist Request – 2022 Villanova Law Sports Symposium

I am not going to attend this one, so no need to get back to me. Thanks

From: Abruzzo, Jennifer
Sent: Monday, February 21, 2022 6:30 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: Panelist Request – 2022 Villanova Law Sports Symposium

Another speaking engagement

From: Liliana Flores <lflores3@law.villanova.edu>
Sent: Monday, February 21, 2022 6:26 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Jacquelyn Gillen <jgillen4@law.villanova.edu>
Subject: Panelist Request – 2022 Villanova Law Sports Symposium

Hello Ms. Abruzzo:

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I know you are incredibly busy so we wanted to let you know as far out as possible. We would love to have a conversation with you to discuss the details of this event more in-depth if

you are interested in participating in the Symposium. My contact information is 530-514-7905.

Thanks so much for your time in advance!
Lili

Liliana Flores

J.D. Candidate 2022

Villanova University Charles Widger School of Law

Legal Fellow | *Jeffrey S. Moorad Center for the Study of Sports Law*

Managing Editor of Symposia & Special Projects | *Jeffrey S. Moorad Sports Law Journal*

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Ketcham, Lori](#)
Subject: RE: Fairly urgent advice needed
Date: Tuesday, March 1, 2022 5:07:00 PM

Jennifer,

(b) (5)

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(b) (5)

(b) (5)

Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, March 1, 2022 3:55 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: Re: Fairly urgent advice needed

(b) (5)

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From: Burow, Kathy <Kathy.Burow@nlrb.gov>
Sent: Tuesday, March 1, 2022 7:44:51 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: Fairly urgent advice needed

Thanks Jennifer!

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, March 1, 2022 12:39 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: Re: Fairly urgent advice needed

(b) (5)



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From: Burow, Kathy <Kathy.Burow@nlrb.gov>
Sent: Tuesday, March 1, 2022 7:12:02 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: Fairly urgent advice needed

(b) (5)



From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, March 1, 2022 12:07 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: Re: Fairly urgent advice needed

(b) (5)



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From: Burow, Kathy <Kathy.Burow@nlrb.gov>
Sent: Tuesday, March 1, 2022 6:58:11 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: Fairly urgent advice needed

(b) (5)



(b) (5)



From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Sent: Tuesday, March 1, 2022 11:38 AM

To: Burow, Kathy <Kathy.Burow@nlrb.gov>

Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>

Subject: Fairly urgent advice needed

Importance: High

Kathy,

(b) (5) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

(b) (5) [REDACTED]
[REDACTED]
[REDACTED]

Take care,
Jennifer

From: [Ketcham, Lori](#)
To: [Abruzzo, Jennifer](#)
Subject: RE: Following up on travel reimbursement
Date: Thursday, March 17, 2022 11:54:00 AM

(b) (5)

Thanks,
Lori

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Thursday, March 17, 2022 11:45 AM
To: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: Following up on travel reimbursement

(b) (5)

From: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Sent: Thursday, March 17, 2022 11:42 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Subject: Following up on travel reimbursement


Hi Jennifer – (b) (5)

• (b) (5)

(b) (5)



- (b) (5)



(b) (5)



(b) (5)



(b) (5)



Please let me know if you need any other information.

Lori

Lori W. Ketcham

Associate General Counsel, Ethics

Designated Agency Ethics Official

National Labor Relations Board

1015 Half Street, S.E.

Washington, D.C. 20570

(202)273-2939

lori.ketcham@nrb.gov

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En español: [@NLRBes](https://twitter.com/NLRBes)/[@NLRBGCes](https://twitter.com/NLRBGCes)

From: [Hilerio-Echevarria, Celeste](#)
To: [Abruzzo, Jennifer](#)
Cc: [Rutter, Jessica](#); [Hammonds, Ashley](#); [Ketcham, Lori](#); [Burow, Kathy](#)
Subject: RE: PLI Speaker Invitation: Annual Employment Law Institute 2022
Date: Monday, April 4, 2022 2:13:00 PM
Attachments: [image001.png](#)

Jennifer,

(b) (5)

[Redacted]

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[Redacted]

Please let us know if you have any questions regarding this guidance. (b) (5)

[Redacted]

Thanks,

Celeste

Celeste Hilerio Echevarria

Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board
Office: (202) 273-0071
Mobile: (202) 679-2244
chilerio@nlrb.gov

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Thursday, March 31, 2022 1:44 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Rutter, Jessica <Jessica.Rutter@nlrb.gov>
Subject: Fwd: PLI Speaker Invitation: Annual Employment Law Institute 2022

OK?

Get [Outlook for iOS](#)

From: Danielle B. Cohen <dcohen@pli.edu>
Sent: Thursday, March 31, 2022 12:01 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: jrosenberg@orrick.com <jrosenberg@orrick.com>; Amy L. Bess <abess@vedderprice.com>; Asha Matthews <amatthews@pli.edu>
Subject: PLI Speaker Invitation: Annual Employment Law Institute 2022

Dear Ms. Abruzzo,

I hope this message finds you well. On behalf of the Practising Law Institute (PLI) and our Program Co-Chairs Amy L. Bess of Vedder Price P.C., and Jill L. Rosenberg of Orrick, Herrington & Sutcliffe LLP (copied above), I write to invite you to join us as a faculty member for our program, **Employment Law Institute 2022**.

This popular, two-day event has been scheduled to take place live inside PLI's State-of-the-Art New York City Conference Center, and via concurrent live Webcast on October 11 and 12.

We would be honored to have you speak on a panel of the program currently titled, "**Federal Regulatory Update**." At this point we have scheduled this panel to take place from **9:15 until 10:15 a.m. ET** on the first day of the program (**October 11**) and outlined the following subtopics for the panel's discussion. We would welcome your input as well.

- **EEOC's 2022 investigation and enforcement priorities**
- **OFCCP's 2022 priorities**

- **Collaboration efforts between EEOC and OFCCP**
- **NLRB priorities and developments**

To give you some additional information:

- We anticipate you would be joined on this panel by a moderator (likely Robert Whitman of Seyfarth Shaw LLP) and co-presenters from the OFCCP and EEOC.
- While our hope is to have all faculty present in person by this October, we will have the ability to accommodate speakers remotely should you find this fact helpful when making your decision to participate.

Please let me know as soon as you can whether you are interested available to participate on **October 11** and/or if I can provide any additional information that might help you decide to join us. I look forward to hearing from you either way and hope to have an opportunity to work with you through this program.

Kind regards,

Danielle

Danielle Bersofsky Cohen, Esq.

Senior Program Attorney

1177 Avenue of the Americas | New York, NY 10036

212.824.5857 | Fax: 212.221.1265

dcohen@pli.edu

Program Coordinator: Asha Matthews, 212.824.5858, amattthews@pli.edu

Please note that I work part-time: On Mondays, Tuesdays and Thursdays.



A Nonprofit Learning Organization

www.pli.edu | 800.260.4754

From: [Abruzzo, Jennifer](#)
To: [Hilerio-Echevarria, Celeste](#)
Cc: [Hammonds, Ashley](#); [Rutter, Jessica](#); [Ketcham, Lori](#); [Burow, Kathy](#)
Subject: RE: HR Policy Mid-Year Labor and Employment Meeting
Date: Wednesday, April 20, 2022 10:53:04 AM

Thanks

From: Hilerio-Echevarria, Celeste <Celeste.Hilerio-Echevarria@nlrb.gov>
Sent: Wednesday, April 20, 2022 9:57 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>
Subject: RE: HR Policy Mid-Year Labor and Employment Meeting

Jennifer,

(b) (5) [REDACTED]
[REDACTED]

(b) (5) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

(b) (5) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Please let us know if you have any questions regarding this guidance. (b) (5) [REDACTED]
[REDACTED]
[REDACTED]

Thanks,

Celeste

Celeste Hilerio Echevarria
Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board

Office: (202) 273-0071
Mobile: (202) 679-2244
chilerio@nlrb.gov

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Monday, April 18, 2022 11:58 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Rutter, Jessica <Jessica.Rutter@nlrb.gov>
Subject: FW: HR Policy Mid-Year Labor and Employment Meeting

OK on this?

From: (b) (6) <[REDACTED]@hrpolicy.org> **On Behalf Of** Roger King
Sent: Monday, April 18, 2022 11:48 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: (b) (6) <[REDACTED]@hrpolicy.org>
Subject: HR Policy Mid-Year Labor and Employment Meeting

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Jennifer,

Thank you again for agreeing to speak at the Big Sky Labor and Employment Conference in August in Big Sky, Montana. You may be interested to know that AFL-CIO President Liz Shuler has been added to the Conference along with Solicitor of Labor Seema Nanda, NLRB Chair Lauren McFerran, and U.S. Supreme Court Justice Amy Coney Barrett, among other prominent labor and employment officials in the country.

Jennifer, I would also like you to consider attending and speaking at the HR Policy mid-year labor and employment meeting in D.C. on June 22, 2022. If your schedule permits, we would like you to outline recent development from the Office of the General Counsel. We have not yet set definite times for the agenda and, therefore, could be flexible depending on your schedule.

Please have someone from your office let me know if you are able to accept this invitation. Thank you again for your commitment to the Big Sky Conference, and we hope you will also be able to speak at the HR Policy meeting this June.

Best,

G. Roger King
HR Policy Association

1001 19th Street North, Suite 1002| Arlington, VA 22209
Direct: 202-375-5004 | Cell: 614-582-3939 | rking@hrpolicy.org
(b) (6) @hrpolicy.org

From: [Abruzzo, Jennifer](#)
To: [Burow, Kathy](#)
Cc: [Rutter, Jessica](#); [Hammonds, Ashley](#); [Ketcham, Lori](#); [Hilerio-Echevarria, Celeste](#)
Subject: RE: The 2022 Big Sky Labor and Employment Conference
Date: Monday, April 25, 2022 3:53:59 PM

Thanks

From: Burow, Kathy <Kathy.Burow@nlrb.gov>
Sent: Monday, April 25, 2022 3:41 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Hilerio-Echevarria, Celeste <Celeste.Hilerio-Echevarria@nlrb.gov>
Subject: RE: The 2022 Big Sky Labor and Employment Conference

Good Afternoon Jennifer,

(b) (5)



Please let us know if you have any questions regarding this guidance.

Thanks,
Kathy

From: Hilerio-Echevarria, Celeste
Sent: Friday, January 7, 2022 5:42 PM
To: Abruzzo, Jennifer <[Jennifer.Abruzzo@nlrb.gov](#)>
Cc: Rutter, Jessica <[Jessica.Rutter@nlrb.gov](#)>; Hammonds, Ashley <[Ashley.Hammonds@nlrb.gov](#)>; Ketcham, Lori <[Lori.Ketcham@nlrb.gov](#)>; Burow, Kathy <[Kathy.Burow@nlrb.gov](#)>
Subject: RE: The 2022 Big Sky Labor and Employment Conference

Jennifer,

(b) (5)



(b) (5)

[Redacted]

(b) (5)

[Redacted]

(b) (5)

[Redacted]

Please let us know if you have any questions regarding this guidance. (b) (5)

[Redacted]

Thanks,

Celeste

Celeste Hilerio Echevarria

Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board
Office: (202) 273-0071
Mobile: (202) 679-2244
chilerio@nrlb.gov

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlb.gov>
Sent: Thursday, January 6, 2022 12:10 PM
To: Burow, Kathy <Kathy.Burow@nrlb.gov>

Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: The 2022 Big Sky Labor and Employment Conference

Another speaking engagement request for review. Thanks

From: (b) (6) <[REDACTED]@hrpolicy.org> **On Behalf Of** Roger King
Sent: Thursday, January 6, 2022 9:20 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: (b) (6) <[REDACTED]@hrpolicy.org>
Subject: The 2022 Big Sky Labor and Employment Conference

Jennifer,

I am writing in my capacity as Executive Director of the Big Sky Labor and Employment Institute. The Institute will be holding its 2nd Annual Conference on August 3-5, 2022 in Big Sky, Montana. Our inaugural conference in 2021 was a great success, and we want to build upon that success for the 2022 Conference. We would like you to be part of the Conference for 2022 and speak about developments from the Office of the General Counsel at the National Labor Relations Board.

The Institute will cover all necessary travel and lodging expenses.

We are flexible as to speaking times and dates as we are in the early stages of planning the Conference agenda. To give you a perspective of what we believe the 2022 Conference agenda would look like, attached is the agenda from the 2021 conference. As you will note, we had 15 presidential nominees/Senate confirmed speakers at the conference, including U.S. Federal Circuit Court Judges Jeffrey Sutton and Ryan Nelson. Speakers also included present and past members of the National Labor Relations Board, the Equal Employment Opportunity Commission, the Federal Mediation and Conciliation Service, and the present and past Solicitors of the U.S. Department of Labor. Further, as you may be aware, Big Sky in August is a great venue, and many of our speakers and attendees last year brought family members and friends with them. We would encourage you to also think about that option as you plan your 2022 calendar.

Finally, the 2022 in-person Conference, like the 2021 conference, is contingent upon COVID-19 developments, and we will closely monitor that situation. We were fortunate in 2021 that we had a window of opportunity to have an in-person conference without any medical issues. Our current thinking is that we will only permit fully vaccinated individuals to be speakers and attendees.

Please let me know as soon as possible of your interest and availability to speak this coming August – the best to you and your family this coming New Year.

Thanks,

G. Roger King
HR Policy Association
1001 19th Street North, Suite 1002 | Arlington, VA 22209
Direct: 202-375-5004 | Cell: 614-582-3939 | rking@hrpolicy.org

(b) (6)

[@hrpolicy.org](mailto:hrpolicy.org)

From: [Ketcham, Lori](#)
To: [Abruzzo, Jennifer](#)
Subject: RE: Meeting with LA County Federation of Labor
Date: Wednesday, May 25, 2022 3:08:00 PM

(b) (5)

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Wednesday, May 25, 2022 2:25 PM
To: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: Meeting with LA County Federation of Labor

(b) (5)

From: Ketcham, Lori <[Lori.Ketcham@nlrb.gov](#)>
Sent: Wednesday, May 25, 2022 2:00 PM
To: Abruzzo, Jennifer <[Jennifer.Abruzzo@nlrb.gov](#)>
Subject: Meeting with LA County Federation of Labor

Hi Jennifer – (b) (5)

• (b) (5)

• (b) (5)

• (b) (5)

(b) (5)

(b) (5)

Thanks,
Lori

Lori W. Ketcham

Associate General Counsel, Ethics

Designated Agency Ethics Official

National Labor Relations Board

1015 Half Street, S.E.

Washington, D.C. 20570

(202)273-2939

[*lori.ketcham@nrlrb.gov*](mailto:lori.ketcham@nrlrb.gov)

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En español: [*@NLRBes/@NLRBGCes*](#)

From: [Ketcham, Lori](#)
To: [Abruzzo, Jennifer](#)
Cc: [Hammonds, Ashley](#); [Rutter, Jessica](#)
Subject: RE: Collective Bargaining Conference Hosted by Morgan Lewis - Thursday, June 23 Speaking Engagement Confirmation
Date: Wednesday, May 25, 2022 5:14:00 PM

Confirming receipt.

Lori

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Wednesday, May 25, 2022 4:41 PM
To: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Rutter, Jessica <Jessica.Rutter@nlrb.gov>
Subject: FW: Collective Bargaining Conference Hosted by Morgan Lewis - Thursday, June 23 Speaking Engagement Confirmation

Please let me know if it is okay to speak at this law firm conference, which includes attorneys and clients, much the same as the Littler one which was approved. (b) (5)

[REDACTED]

[REDACTED]

From: Broderdorf, David <david.broderdorf@morganlewis.com>
Sent: Wednesday, May 25, 2022 3:36 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Johnson, III, Harry I. <harry.johnson@morganlewis.com>; Butler, Margaret J. <margaret.butler@morganlewis.com>
Subject: Collective Bargaining Conference Hosted by Morgan Lewis - Thursday, June 23 Speaking Engagement Confirmation

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General Counsel Abruzzo – thank you for your willingness to present at the Collective Bargaining Conference hosted by Morgan Lewis on Thursday, June 23 in Washington, DC. Please see below for program details, including a proposed time slot for your presentation to the attendees. We also will plan to have a video-capable conference room available for your use that afternoon, as I understand from Harry Johnson that you have a virtual speaking engagement early or mid-afternoon that day.

Please reply to confirm your participation or to raise any questions we can answer for you.

- **Date** – Thursday, June 23
- **Time** – noon to 1pm or 12:15pm-1:15pm (please confirm if one slot is preferred)

- **Location** – Morgan Lewis DC Office – 1111 Pennsylvania Ave, NW, Washington, DC 20004
- **Room** – Room 201 (second floor)

Sincerely,
David Broderdorf

David R. Broderdorf

Morgan, Lewis & Bockius LLP

1111 Pennsylvania Avenue, NW | Washington, DC 20004-2541

Direct: +1.202.739.5817 | Main: +1.202.739.3000 | Fax: +1.202.739.3001 | Mobile: +1.703.639.7411

david.broderdorf@morganlewis.com | www.morganlewis.com

(b) (6) @morganlewis.com

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From: [Abruzzo, Jennifer](#)
To: [Ketcham, Lori](#)
Subject: RE: Meeting with LA County Federation of Labor
Date: Thursday, May 26, 2022 12:28:54 PM

(b) (5)

[Redacted]

From: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Sent: Thursday, May 26, 2022 11:40 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Subject: RE: Meeting with LA County Federation of Labor

Hi Jennifer – (b) (5)

[Redacted]

Thanks,
Lori

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Wednesday, May 25, 2022 2:25 PM
To: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: Meeting with LA County Federation of Labor

(b) (5)

[Redacted]

From: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Sent: Wednesday, May 25, 2022 2:00 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Subject: Meeting with LA County Federation of Labor

Hi Jennifer – (b) (5)

[Redacted]

- (b) (5)
[Redacted]
- (b) (5)
[Redacted]
- (b) (5)
[Redacted]

(b) (5)

(b) (5)

(b) (5)

Thanks,
Lori

Lori W. Ketcham

Associate General Counsel, Ethics

Designated Agency Ethics Official

National Labor Relations Board

1015 Half Street, S.E.

Washington, D.C. 20570

(202)273-2939

[*lori.ketcham@nlr.gov*](mailto:lori.ketcham@nlr.gov)

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En español: [*@NLRBes*](#)/[*@NLRBGCes*](#)

From: [Hilerio-Echevarria, Celeste](#)
To: [Abruzzo, Jennifer](#)
Cc: [Ketcham, Lori](#); [Hammonds, Ashley](#); [Rutter, Jessica](#); [Burow, Kathy](#)
Subject: RE: Collective Bargaining Conference Hosted by Morgan Lewis - Thursday, June 23 Speaking Engagement Confirmation
Date: Thursday, May 26, 2022 3:13:00 PM

Resending to include Ashley, Jessica, and Kathy, as I inadvertently left them out of the original response.

From: Hilerio-Echevarria, Celeste
Sent: Thursday, May 26, 2022 3:11 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nrlb.gov>
Subject: RE: Collective Bargaining Conference Hosted by Morgan Lewis - Thursday, June 23 Speaking Engagement Confirmation

Jennifer,

(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

Thanks,

Celeste

Celeste Hilerio Echevarria

Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board
Office: (202) 273-0071
Mobile: (202) 679-2244
chilerio@nrlb.gov

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlb.gov>
Sent: Wednesday, May 25, 2022 4:41 PM
To: Ketcham, Lori <Lori.Ketcham@nrlb.gov>; Burow, Kathy <Kathy.Burow@nrlb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nrlb.gov>; Rutter, Jessica <Jessica.Rutter@nrlb.gov>
Subject: FW: Collective Bargaining Conference Hosted by Morgan Lewis - Thursday, June 23
Speaking Engagement Confirmation

Please let me know if it is okay to speak at this law firm conference, which includes attorneys and clients, much the same as the Littler one which was approved. (b) (5)

[REDACTED]

[REDACTED]

From: Broderdorf, David <david.broderdorf@morganlewis.com>
Sent: Wednesday, May 25, 2022 3:36 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlb.gov>
Cc: Johnson, III, Harry I. <harry.johnson@morganlewis.com>; Butler, Margaret J. <margaret.butler@morganlewis.com>
Subject: Collective Bargaining Conference Hosted by Morgan Lewis - Thursday, June 23 Speaking Engagement Confirmation

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General Counsel Abruzzo – thank you for your willingness to present at the Collective Bargaining Conference hosted by Morgan Lewis on Thursday, June 23 in Washington, DC. Please see below for program details, including a proposed time slot for your presentation to the attendees. We also will plan to have a video-capable conference room available for your use that afternoon, as I understand from Harry Johnson that you have a virtual speaking engagement early or mid-afternoon that day.

Please reply to confirm your participation or to raise any questions we can answer for you.

- **Date** – Thursday, June 23
- **Time** – noon to 1pm or 12:15pm-1:15pm (please confirm if one slot is preferred)
- **Location** – Morgan Lewis DC Office – 1111 Pennsylvania Ave, NW, Washington, DC 20004
- **Room** – Room 201 (second floor)

Sincerely,
David Broderdorf

David R. Broderdorf

Morgan, Lewis & Bockius LLP

1111 Pennsylvania Avenue, NW | Washington, DC 20004-2541

Direct: +1.202.739.5817 | Main: +1.202.739.3000 | Fax: +1.202.739.3001 | Mobile: +1.703.639.7411

david.broderdorf@morganlewis.com | www.morganlewis.com

(b) (6)

[@morganlewis.com](mailto: @morganlewis.com)

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From: [Ketcham, Lori](#)
To: [Abruzzo, Jennifer](#)
Subject: RE: Collective Bargaining Conference Hosted by Morgan Lewis - Thursday, June 23 Speaking Engagement Confirmation
Date: Thursday, May 26, 2022 8:10:00 PM

Safe travels.

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Thursday, May 26, 2022 4:57 PM
To: Hilerio-Echevarria, Celeste <Celeste.Hilerio-Echevarria@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: Collective Bargaining Conference Hosted by Morgan Lewis - Thursday, June 23 Speaking Engagement Confirmation

Thank you!

From: Hilerio-Echevarria, Celeste <Celeste.Hilerio-Echevarria@nlrb.gov>
Sent: Thursday, May 26, 2022 3:11 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: Collective Bargaining Conference Hosted by Morgan Lewis - Thursday, June 23 Speaking Engagement Confirmation

Jennifer,

(b) (5) [REDACTED]

(b) (5) [REDACTED]

(b) (5)

Let us know if you have any additional questions. (b) (5)

Thanks,

Celeste

Celeste Hilerio Echevarria

Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board
Office: (202) 273-0071
Mobile: (202) 679-2244
chilerio@nlrb.gov

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Wednesday, May 25, 2022 4:41 PM
To: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Rutter, Jessica <Jessica.Rutter@nlrb.gov>
Subject: FW: Collective Bargaining Conference Hosted by Morgan Lewis - Thursday, June 23
Speaking Engagement Confirmation

Please let me know if it is okay to speak at this law firm conference, which includes attorneys and clients, much the same as the Littler one which was approved. (b) (5)

From: Broderdorf, David <david.broderdorf@morganlewis.com>
Sent: Wednesday, May 25, 2022 3:36 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Johnson, III, Harry I. <harry.johnson@morganlewis.com>; Butler, Margaret J. <margaret.butler@morganlewis.com>
Subject: Collective Bargaining Conference Hosted by Morgan Lewis - Thursday, June 23 Speaking Engagement Confirmation

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General Counsel Abruzzo – thank you for your willingness to present at the Collective Bargaining Conference hosted by Morgan Lewis on Thursday, June 23 in Washington, DC. Please see below for program details, including a proposed time slot for your presentation to the attendees. We also will plan to have a video-capable conference room available for your use that afternoon, as I understand from Harry Johnson that you have a virtual speaking engagement early or mid-afternoon that day.

Please reply to confirm your participation or to raise any questions we can answer for you.

- **Date** – Thursday, June 23
- **Time** – noon to 1pm or 12:15pm-1:15pm (please confirm if one slot is preferred)
- **Location** – Morgan Lewis DC Office – 1111 Pennsylvania Ave, NW, Washington, DC 20004
- **Room** – Room 201 (second floor)

Sincerely,
David Broderdorf

David R. Broderdorf

Morgan, Lewis & Bockius LLP

1111 Pennsylvania Avenue, NW | Washington, DC 20004-2541

Direct: +1.202.739.5817 | Main: +1.202.739.3000 | Fax: +1.202.739.3001 | Mobile: +1.703.639.7411

david.broderdorf@morganlewis.com | www.morganlewis.com

(b) (6) [@morganlewis.com](mailto:_____@morganlewis.com)

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From: [Hilerio-Echevarria, Celeste](#)
To: [Abruzzo, Jennifer](#)
Cc: [Hammonds, Ashley](#); [Rutter, Jessica](#); [Ketcham, Lori](#); [Burow, Kathy](#)
Subject: Sidney Hillman Foundation's Reporting the U.S Workplace workshop
Date: Friday, June 3, 2022 5:43:00 PM

Jennifer,

(b) (5)

[Redacted]

(b) (5)

[Redacted]

(b) (5)

[Redacted]

Please let us know if you have any questions regarding this guidance. (b) (5)

[Redacted]

Thanks,

Celeste

Celeste Hilerio Echevarria
Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board
Office: (202) 273-0071
Mobile: (202) 679-2244
chilerio@nlrb.gov

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Sent: Thursday, June 2, 2022 2:15:21 PM

To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Ketcham, Lori <Lori.Ketcham@nlrb.gov>

Subject: FW: Questions

OK?

From: Prouty, David M. <David.Prouty@nlrb.gov>

Sent: Thursday, June 2, 2022 1:44 PM

To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Subject: Questions

Hi –

I got the note below from (b) (6) Alexandra Lescaze, who runs the Sidney Hillman Foundation, which is a union-backed group that gives out annual journalism prizes in various categories (<https://www.hillmanfoundation.org/>) asking if you'd speak to a group of CUNY Journalism students. I imagine you could do it virtually, or maybe you can visit your family?

Also, please call me on another matter too. Thanks.

From Alex:

Hi Dave,

Nice to see you (b) (6) briefly at Hillman!

I am putting on another [Reporting the U.S Workplace](#) program June 27&28 at the Newmark Graduate School of Journalism at CUNY in NYC.

We'll have 35 reporters coming to gain expertise in labor reporting. Wondering if Jennifer might consider coming to speak to them? What do you think and if so, would you be able to introduce me?

David M. Prouty

Member, National Labor Relations Board
(he/him/his)
National Labor Relations Board
1015 Half Street, SE
Washington, DC 20570

(b) (6) (cell)
(202) 273-3999 (office)

<https://www.nlr.gov>

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En Español: [@NLRBGCes/@NLRBes](#)

From: [Ketcham, Lori](#)
To: [Abruzzo, Jennifer](#)
Subject: RE: short phone call
Date: Tuesday, June 7, 2022 9:34:00 AM

(b) (5)

Lori

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, June 7, 2022 9:32 AM
To: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: short phone call

(b) (5)

From: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Sent: Tuesday, June 7, 2022 8:22 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Subject: short phone call

Jennifer — (b) (5)

(b) (5)

Thanks,
Lori

Lori W. Ketcham

Associate General Counsel, Ethics

Designated Agency Ethics Official

National Labor Relations Board

1015 Half Street, S.E.

Washington, D.C. 20570

(202)273-2939

lori.ketcham@nlrb.gov

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En español: [@NLRBes](#)/[@NLRBGCes](#)

From: [Abruzzo, Jennifer](#)
To: [Bach, Elizabeth H.](#)
Cc: [Ketcham, Lori](#); [Burow, Kathy](#); [Rutter, Jessica](#); [Hammonds, Ashley](#)
Subject: Re: Invitation to Speak to DC LERA
Date: Tuesday, June 14, 2022 3:03:59 PM

Thank you.

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From: Bach, Elizabeth H. <Elizabeth.Bach@nlrb.gov>
Sent: Tuesday, June 14, 2022 9:28:24 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>; Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: Invitation to Speak to DC LERA

Good Afternoon Jennifer,

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Please let us know if you have any questions regarding this guidance. (b) (5)
[Redacted]
[Redacted]

Best,

Elizabeth Bach
Special Ethics Counsel

From: [Hammonds, Ashley](#)
To: [Burow, Kathy](#); [Abruzzo, Jennifer](#)
Cc: [Ketcham, Lori](#)
Subject: RE: CLEL
Date: Wednesday, June 15, 2022 9:37:06 AM
Attachments: [image001.png](#)

(b) (5)

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[REDACTED]

[REDACTED]

[REDACTED]

Ashley Hammonds
Office of the General Counsel

From: Burow, Kathy <Kathy.Burow@nlrb.gov>
Sent: Wednesday, June 15, 2022 9:22 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: CLEL

Good Morning Jennifer

(b) (5)

[REDACTED]

(b) (5)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Kathy

From: [Abruzzo, Jennifer](#) <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, June 14, 2022 5:53 PM
To: [Burow, Kathy](#) <Kathy.Burow@nlrb.gov>
Cc: [Hammonds, Ashley](#) <Ashley.Hammonds@nlrb.gov>
Subject: FW: CLEL

We're okay on this, right?

From: [Wilcox, Gwynne](#) <Gwynne.Wilcox@nlrb.gov>
Sent: Tuesday, June 14, 2022 5:38 PM
To: [Abruzzo, Jennifer](#) <Jennifer.Abruzzo@nlrb.gov>
Subject: FW: CLEL

Jennifer and Dave—

Good Evening!

I am reaching out to find out whether you are both available on Thursday, October 13, 2022 for an in-person

CLEL program in NYC in the early evening.

If you are available, I will let him know you are available, but we cannot actually accept since we don't know whether the Agency will have a budget for that date.

Gwynne

From: Gay, Darrell S. <darrell.gay@afslaw.com>
Sent: Tuesday, June 14, 2022 11:11 AM
To: Wilcox, Gwynne <Gwynne.Wilcox@nlrb.gov>
Subject: RE: CLEL

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Gwynne:

Hope all is well. Forgive me for the delayed response relative to a new date for the session for the CLEL seminar. If still good for you guys, we think the best date would be October 13th. Please let me know if that is still good.

Thanks,

Darrell



Darrell S. Gay
PARTNER | ARENTFOX SCHIFF LLP
darrell.gay@afslaw.com | 212.457.5465 DIRECT
[Bio](#) | [My LinkedIn](#) | [Subscribe](#)
1301 Avenue of the Americas, 42nd Floor, New York, NY 10019

From: Wilcox, Gwynne <Gwynne.Wilcox@nlrb.gov>
Sent: Thursday, May 19, 2022 5:23 PM
To: Gay, Darrell S. <Darrell.Gay@arentfox.com>
Subject: CLEL

Darrell—

I have reached out to General Counsel Abruzzo and Member Prouty to inform them of the postponement of the May 24th program due to the increased COVID numbers in New York City. Based upon your request for dates in September and early October, we are available October 12 or 13. September is not good for us since it is the end of the fiscal year on September 30th. We did not propose a date in early October just in case the Agency's funding is not in place. Hopefully, by October 12 or 13, the Agency's funding will be secured. As you may know, if there is no funding by the Agency on the date of the program, neither of us will be able to attend the program. Of course, we will likely not know anything until the fall.

Please circle back once you have chosen a date and time. Personally, I think it is challenging to do an in-person program during lunch time but maybe by the fall, things will be different.

Gwynne

Gwynne A. Wilcox

Member, National Labor Relations Board

(she/her/hers)

1015 Half Street, SE

Washington, DC 20570

<https://www.nlr.gov>

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En Español: [@NLRBGCEs](https://twitter.com/NLRBGCEs)/[@NLRBe](https://twitter.com/NLRBe)

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From: [Abruzzo, Jennifer](#)
To: [Hilerio-Echevarria, Celeste](#); [Hammonds, Ashley](#)
Cc: [Ketcham, Lori](#); [Burow, Kathy](#); [Rutter, Jessica](#); [Ohr, Peter S.](#)
Subject: RE: Rocky Mountain LERA Event
Date: Tuesday, July 19, 2022 1:45:56 PM

Thanks. I've cc'd Peter. He will be the one attending this event as long as Denver LERA is okay with that.

From: Hilerio-Echevarria, Celeste <Celeste.Hilerio-Echevarria@nlrb.gov>
Sent: Tuesday, July 19, 2022 1:43 PM
To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>; Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Subject: FW: Rocky Mountain LERA Event

Hi Ashely,

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(b) (5) [Redacted]
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(b) (5) [Redacted]
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Please let us know if you have any questions regarding this guidance.

Thanks,

Celeste

Celeste Hilerio Echevarria

Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board
Office: (202) 273-0071
Mobile: (202) 679-2244
chilerio@nlrb.gov

From: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Sent: Thursday, July 14, 2022 1:15 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>
Subject: Rocky Mountain LERA Event

Good afternoon Kathy,

Jennifer received this invitation to be the keynote speaker and the Rocky Mountain LERA's event on September 23rd. Can you please review this invitation?

Please note that Jennifer is not sure if she can attend, but Peter has agreed to go in her absence. I am waiting for Paula to respond to whether they would agree to Peter speaking instead of her.

Ashley Hammonds
Office of the General Counsel

From: Sawyer, Paula S. <Paula.Sawyer@nlrb.gov>
Sent: Thursday, July 14, 2022 12:44 PM
To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Cc: Kilpatrick, Elizabeth <Elizabeth.Kilpatrick@nlrb.gov>
Subject: RE: General Counsel's Schedule

Ashley, Thank you very much for your quick response. Just a little snafu. This morning the Rocky Mountain LERA person sent me an email saying he gave me the wrong date. The conference is actually Friday, September 23. I hope she is available that date!
As to travel expenses Rocky Mountain LERA will cover flight, hotel, transportation costs, and meals.
Paula

From: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>

Sent: Thursday, July 14, 2022 4:55 AM
To: Sawyer, Paula S. <Paula.Sawyer@nlrb.gov>
Cc: Kilpatrick, Elizabeth <Elizabeth.Kilpatrick@nlrb.gov>
Subject: RE: General Counsel's Schedule

Good morning Paula,

Thank you for reaching out. The General Counsel does not currently have any events scheduled for this date. For our planning purposes, can you please clarify which travel cost (e.g., transportation, meals, lodging) Rocky Mountain LERA is offering to pay? I want to emphasize that I am not requesting that you cover these travel costs but merely clarifying Rocky Mountain LERA's policy for covering the travel cost for speakers at their events.

Thank you,
Ashley Hammonds
Office of the General Counsel

From: Sawyer, Paula S. <Paula.Sawyer@nlrb.gov>
Sent: Wednesday, July 13, 2022 7:29 PM
To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Cc: Kilpatrick, Elizabeth <Elizabeth.Kilpatrick@nlrb.gov>
Subject: General Counsel's Schedule

Ashley, I am inquiring on behalf of Rocky Mountain LERA to see if the General Counsel is available to be the keynote speaker at Rocky Mountain LERA's annual conference on Friday, September 16, 2022. Rocky Mountain LERA has funds to pay for her travel. If her schedule allows, please let me know what I should do next. Thank you very much! Paula Sawyer, Regional Director, Region 27

From: [Abruzzo, Jennifer](#)
To: [Hilerio-Echevarria, Celeste](#)
Cc: [Hammonds, Ashley](#); [Rutter, Jessica](#); [Ketcham, Lori](#); [Burow, Kathy](#)
Subject: Re: Invitation to Speak at Advanced Labor and Employment Law Institute - Minneapolis - November 17, 2022
Date: Wednesday, July 20, 2022 10:28:04 PM
Attachments: [image006.png](#)

Thanks

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From: Hilerio-Echevarria, Celeste <Celeste.Hilerio-Echevarria@nlrb.gov>
Sent: Wednesday, July 20, 2022 5:59:48 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>
Subject: RE: Invitation to Speak at Advanced Labor and Employment Law Institute - Minneapolis - November 17, 2022

Jennifer,

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Please let us know if you have any questions regarding this guidance. (b) (5)

Thanks,

Celeste

Celeste Hilerio Echevarria

Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board
Office: (202) 273-0071
Mobile: (202) 679-2244
chilerio@nrlrb.gov

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlrb.gov>

Sent: Tuesday, July 19, 2022 1:31 PM

To: Burow, Kathy <Kathy.Burow@nrlrb.gov>

Cc: Hammonds, Ashley <Ashley.Hammonds@nrlrb.gov>

Subject: FW: Invitation to Speak at Advanced Labor and Employment Law Institute - Minneapolis - November 17, 2022

OK to go? I believe I spoke last year.

From: Harville, Nichole <Nichole.Harville@nrlrb.gov>

Sent: Tuesday, July 19, 2022 1:04 PM

To: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlrb.gov>

Cc: Hadsall, Jennifer A. <Jennifer.Hadsall@nrlrb.gov>; Harville, Nichole <Nichole.Harville@nrlrb.gov>

Subject: Invitation to Speak at Advanced Labor and Employment Law Institute - Minneapolis - November 17, 2022




Morning Jennifer,

You are clearly a fan favorite in Minnesota! As such, I have been asked to extend, on behalf of the Labor and Employment Law planning committee, an invitation to speak at our annual CLE. This year the format will be 100% in-person, and will be held downtown at the City Center. There is typically a lovely dinner the night before for the out-of-town speakers and the planning committee. I hope that you are able to come and I look forward to your response.

Take care,

Nichole

Nichole L. Harville, Regional Attorney
NLRB - Region 18
212 3rd Ave. South, Suite 200
Minneapolis, MN 55410
office: 952.703.2876
cell: 202.374.0528
nichole.burgess@nlrb.gov

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From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#); [Rutter, Jessica](#)
Cc: [Ketcham, Lori](#)
Subject: RE: Thank You for Considering Joining Us (Virtually) for the ILO Event in Beijing
Date: Thursday, July 28, 2022 5:33:00 PM
Attachments: [RE EXTERNAL International seminar on dispute resolution involving platform labour - China.msg](#)
[image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)

Hi Jennifer,

(b) (5)



Thanks
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Thursday, July 28, 2022 5:22 PM
To: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>
Subject: FW: Thank You for Considering Joining Us (Virtually) for the ILO Event in Beijing

Jessica – I looked and it appears that this is all that I received (until today), which was when it was supposed to be around Thanksgiving and I said no. I didn't realize it was rescheduled to Sept.
Kathy - I am also flagging this for Ethics because I don't know if Roxanne ever sent this over.

From: Thaler David <dthaler@fmcs.gov>
Sent: Monday, November 22, 2021 3:06 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Rothschild, Roxanne L. <Roxanne.Rothschild@nlrb.gov>
Subject: Thank You for Considering Joining Us (Virtually) for the ILO Event in Beijing

Dear General Counsel Abruzzo:

I wanted to drop you a brief note to thank you for your consideration of joining FMCS in the ILO program on Labor Disputes in the New Forms of Employment. While it was mildly disappointing to have the event postponed, it was also somewhat of a relief because we had very short notice of it and now we will have time to plan for it and give it the attention that it deserves. As I am sure Roxanne Rothschild convey to you, the thinking is that this event will be rescheduled shortly after the Winter Olympics, which are scheduled to begin in Beijing on February 4 and end on February 20. With regard to the timing of your participation, I will do all I can to negotiate timeslots for both the

NLRB and FMCS that are more favorable than 2:00 AM EST, and I am confident we will achieve that. That was actually my intention all along, but we did not get to that point in the planning because the conference was postponed. In any event, I'll be back in touch with Roxanne regarding the planning for this event after the new year, and at that time a decision can be made regarding whether you, Chairman McFerran, or someone else from the Board would be most appropriate to participate. Please also note that FMCS Director Nominee Javier Ramirez would be delighted if you or one of your colleagues could join him in participating.

Please accept my best wishes for a happy and healthy holiday season and new year.

David A. Thaler

Senior Advisor to the Director and Chief International Affairs Officer
FMCS

David Thaler
Senior Advisor to the Director and Chief International Affairs Officer
Federal Mediation & Conciliation Service
250 E Street, SW, 7th Floor
Washington, DC 20427
Tel: (202) 606-8104
Mobile: (b) (6)
dthaler@fmcs.gov

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Hammonds, Ashley](#); [Ketcham, Lori](#)
Subject: RE: Invitation to Speak -- October 3, 2022
Date: Thursday, August 11, 2022 4:21:00 PM

Good Afternoon Jennifer,

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Please let us know if you have any questions regarding this guidance. (b) (5)
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Thanks,
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Monday, August 8, 2022 5:09 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: Invitation to Speak -- October 3, 2022

Another one.

From: Robert J. O'Hara <ROHara@ebglaw.com>
Sent: Monday, August 8, 2022 2:52 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Subject: Invitation to Speak -- October 3, 2022

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Dear Ms. Abruzzo,

We would like to invite you to be a featured speaker at **Epstein Becker Green's 41st Annual Workforce Management Briefing at Convene in New York City on Monday, October 3**. This full-day hybrid briefing brings together hundreds of in-house counsel and human resource professionals to share best practices and provide employers with valuable insights on the issues impacting tomorrow's workforce. We anticipate 300+ in person attendees for this year's event and we are offering virtual access to the afternoon sessions as well.

This year's theme is **Workforce (re)calibrated: Driving the New Workplace Forward**. We are excited about the possibility of having you provide our attendees with updates on the partnership between the NLRB and the Department of Justice relating to policy, strategy and training. For example, the NLRB recently announced an [initiative](#) with the DOJ to protect competition in labor markets. We know our audience would benefit from hearing more about that joint initiative, among other NLRB priorities.

The day is made up of a series of featured speakers and break-out sessions and you would be one of the featured plenary speakers for all attendees in the afternoon from 2 to 2:25 p.m. EST. We include the [full agenda here](#).

If this sounds like something you would be interested in doing, I am happy to provide you or your staff with further details.

Very best regards,

Bob



Robert J. O'Hara | [Bio](#)

Admitted in CT and DC, not admitted in NY

t 212.351.3708 | f 212.878.8600

ROHara@ebglaw.com

875 Third Avenue | New York, NY 10022

t 212.351.4500 | www.ebglaw.com

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Jennifer,

(b) (5)

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Please let us know if you have any questions regarding this guidance. (b) (5)

Thanks,

Celeste

Celeste Hilerio Echevarria

Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board
Office: (202) 273-0071
Mobile: (202) 679-2244
chilerio@nlrb.gov

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Monday, August 8, 2022 10:54 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: Invitation for Opening Keynote at the 6th Annual Restaurant Legal Summit
Importance: High

Another request to speak.

From: Angelo Amador <AAmador@restaurant.org>
Sent: Monday, August 8, 2022 8:32 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Kerri Nelson <KNelson@restaurant.org>
Subject: Invitation for Opening Keynote at the 6th Annual Restaurant Legal Summit
Importance: High

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Dear General Counsel Abruzzo,

On behalf of the Board of Directors of the Restaurant Law Center, I am pleased to invite you to be the opening keynote speaker on Wednesday, October 26th at 2:00pm of the 6th Annual Restaurant Legal Summit to be held at The Westin Buckhead Atlanta, 3391 Peachtree Rd NE, Atlanta, GA, 30326. The opening keynote address is currently scheduled for 30 minutes, but we would be glad to give you 45 minutes or one hour, if you prefer.

The Conference highlights some of the most pressing legal issues impacting the restaurant industry. This year, we will have an emphasis on the current trends in labor and workforce policy as well as discussions on what to expect in the upcoming years.

The participants at the conference will consist of the top chief legal officers from the leading restaurant brands and independent restaurant groups, in addition to top executives in human resources. The group would enjoy getting your insider's perspective given your long tenure at the National Labor Relations Board and an overview on what to expect next. We believe that your contribution to this field is unparalleled and a presentation from you on this topic would be of great benefit to the participants. We expect about one hundred attendees.

We would be glad to cover your travel expenses, including hotel and airfare. I look forward to a positive confirmation, an honor for us indeed. If you have any questions or to confirm your participation, feel free to contact me directly at aamador@restaurant.org or 202-492-5037.

Sincerely,
Angelo Amador
Executive Director

Angelo I. Amador

Executive Director – Restaurant Law Center

2055 L Street, NW | Washington, DC 20036

P: 202-331-5913 | M: 202-492-5037 | email: aamador@restaurant.org

RestaurantLawCenter.org | RestaurantLegalSummit.org

□ □ □

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From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Hammonds, Ashley](#)
Subject: RE: CA Labor Fed Meeting Request for GC Abruzzo
Date: Wednesday, August 17, 2022 12:10:00 PM

Thanks. Confirming receipt of both.

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Wednesday, August 17, 2022 11:18 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: CA Labor Fed Meeting Request for GC Abruzzo

Here's another request. Thanks

From: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Sent: Wednesday, August 17, 2022 8:12 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>
Subject: FW: CA Labor Fed Meeting Request for GC Abruzzo

Good morning Jennifer,

You received this announcement regarding Lorena Gonzalez Fletcher and invitation to speak at one of their event or to visit with Lorena if you are in California in the future.

Ashley Hammonds
Office of the General Counsel

From: Shubhangi Domokos <Shubhangi@calaborfed.org>
Sent: Wednesday, August 17, 2022 4:25 AM
To: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: CA Labor Fed Meeting Request for GC Abruzzo

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Hi Jessica and Ashley,

Hope you are both doing well! I wanted to reach out and let you know Ms. Lorena Gonzalez Fletcher has officially transitioned into the role of Executive Secretary Treasurer of the

California Labor Federation. She would be honored to host General Counsel Abruzzo during any work trips she may have to California in the future.

If it's possible for GC Abruzzo to come out to CA in the coming months, I wanted to put on your radar that our Executive Council – consisting of the Federation's Vice Presidents representing affiliate unions across CA – is meeting on **September 13th in Sacramento and December 5th in Los Angeles**. We would love to invite GC Abruzzo to speak to the Executive Council on either of those dates to highlight the work your agency has been focused on recently.

If you think either of those dates might work out with her busy schedule, please let me know.

Thank you!

Shubhangi Domokos (she/her)

Chief of Staff

California Labor Federation, AFL-CIO

www.UnionizeCalifornia.org

From: [Hilerio-Echevarria, Celeste](#)
To: [Abruzzo, Jennifer](#)
Cc: [Hammonds, Ashley](#); [Ketcham, Lori](#); [Burow, Kathy](#)
Subject: RE: CA Labor Fed Meeting Request for GC Abruzzo
Date: Friday, August 19, 2022 9:34:00 AM

Jennifer,

(b) (5) [Redacted]

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(b) (5) [Redacted]

Please let us know if you have any questions regarding this guidance. (b) (5) [Redacted]

Thanks,

Celeste

Celeste Hilerio Echevarria

Special Ethics Counsel

Office of the General Counsel, Ethics Office

National Labor Relations Board

Office: (202) 273-0071

Mobile: (202) 679-2244

chilerio@nlrb.gov

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Wednesday, August 17, 2022 11:18 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: CA Labor Fed Meeting Request for GC Abruzzo

Here's another request. Thanks

From: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Sent: Wednesday, August 17, 2022 8:12 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>
Subject: FW: CA Labor Fed Meeting Request for GC Abruzzo

Good morning Jennifer,

You received this announcement regarding Lorena Gonzalez Fletcher and invitation to speak at one of their event or to visit with Lorena if you are in California in the future.

Ashley Hammonds
Office of the General Counsel

From: Shubhangi Domokos <Shubhangi@calaborfed.org>
Sent: Wednesday, August 17, 2022 4:25 AM
To: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: CA Labor Fed Meeting Request for GC Abruzzo

CAUTION: The sender of this message is external to the NLRB network. Please use care when clicking on links and responding with sensitive information. Forward suspicious emails to nlrbirc@nlrb.gov.

Hi Jessica and Ashley,

Hope you are both doing well! I wanted to reach out and let you know Ms. Lorena Gonzalez Fletcher has officially transitioned into the role of Executive Secretary Treasurer of the California Labor Federation. She would be honored to host General Counsel Abruzzo during any work trips she may have to California in the future.

If it's possible for GC Abruzzo to come out to CA in the coming months, I wanted to put on your radar that our Executive Council – consisting of the Federation's Vice Presidents representing affiliate unions across CA – is meeting on **September 13th in Sacramento and December 5th in Los Angeles**. We would love to invite GC Abruzzo to speak to the Executive Council on either of those dates to highlight the work your agency has been focused on recently.

If you think either of those dates might work out with her busy schedule, please let me know.

Thank you!

Shubhangi Domokos (she/her)

Chief of Staff

California Labor Federation, AFL-CIO

www.UnionizeCalifornia.org

From: [Hilerio-Echevarria, Celeste](#)
To: [Abruzzo, Jennifer](#)
Cc: [Hammonds, Ashley](#); [Burow, Kathy](#); [Ketcham, Lori](#)
Subject: RE: Request to speak at Arise Chicago Faith~Labor~Action Breakfast
Date: Friday, August 19, 2022 11:47:00 AM

Jennifer,

(b) (5)
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[Redacted]
[Redacted]

Please let us know if you have any questions regarding this guidance (b) (5)
[Redacted]
[Redacted]

Thanks,

Celeste

Celeste Hilerio Echevarria
Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board

Office: (202) 273-0071
Mobile: (202) 679-2244
chilerio@nlrb.gov

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Wednesday, August 17, 2022 11:17 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: Request to speak at Arise Chicago Faith~Labor~Action Breakfast

Kathy,

Please let me know if I can speak at this. Right now there is a conflict with timing, but I'm trying to work through that.

Thanks,
Jennifer

From: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Sent: Wednesday, August 17, 2022 8:37 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Ohr, Peter S. <Peter.Ohr@nlrb.gov>
Subject: FW: Request to speak at Arise Chicago Faith~Labor~Action Breakfast

Here is another invitation. You already have another speaking engagement on this date with Advanced Labor and Employment Law Institute in Minneapolis.

Ashley Hammonds
Office of the General Counsel

From: Cj Hawking <cj@arisechicago.org>
Sent: Wednesday, August 17, 2022 8:20 AM
To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Cc: Ohr, Peter S. <Peter.Ohr@nlrb.gov>; Adam Kader <adam@arisechicago.org>
Subject: Request to speak at Arise Chicago Faith~Labor~Action Breakfast

CAUTION: The sender of this message is external to the NLRB network. Please use care when clicking on links and responding with sensitive information. Forward suspicious emails to nlrbirc@nlrb.gov.

Dear Jennifer,
I hope this email finds you and your family well.

First and foremost, we want to express our deep gratitude to you and your team for the excellent leadership you are providing!

We know the hours are long and stressful, but we hope you are gratified by the positive impact the NLRB is having in upholding workers' rights.

Jennifer, Arise Chicago would like to invite you to keynote our annual Faith~Labor~Action Breakfast which draws about 500 faith, labor, community, and academic leaders each year.

We start the program at 8:30am.

Our working date is Thursday, November 17 but we could be flexible, subject to our hosts, Operating Engineers Local 399.

We are happy to cover any expenses related to your travel to Chicago.

We hope you will consider our invitation, as we send it warmly and with great admiration.

Feel free to call me with any questions.

Best, CJ

--

Rev. C. J. Hawking

Executive Director

Arise Chicago

www.arisechicago.org

1700 W. Hubbard, Suite 2E

Chicago, IL 60622

Cell 773-937-1824

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Hammonds, Ashley](#)
Subject: RE: Speaking engagement
Date: Tuesday, August 23, 2022 10:30:00 AM

Good Morning – confirming receipt.

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Monday, August 22, 2022 6:09 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: Speaking engagement

I presume that this request is okay as it is to speak at a law school class, but forwarding to be sure. I already said I could do it virtually on 10/21 from 11:30-12:15, but will advise otherwise if there is an issue of which I am unaware. Thanks.

k.klare@northeastern.edu

Dear General Counsel Abruzzo,

Thank you very much for kindly permitting Michael Fischl to put us in touch. I will spare you too much flattery but simply say how thrilled and inspired I am by what you are trying to achieve at the Board and in the courts. In these trying times it is difficult to inspire even the most idealistic law students. But those of us in Labor Law are lucky because we can point to the path upon which you have embarked with such courage and intellectual imagination.

As Michael mentioned, I am writing to ask whether you would be willing and able to be a guest in my Labor Law course this fall. Specifically, I have set aside a class session on captive audience speeches. I assign the old cases (*Clark Brothers*, *Babcock & Wilcox*, and *Livingston Shirt*) with an updating memo and some comparative law notes; a New York Times piece on captive audience speeches at Amazon; the relevant portions of the General Counsel's brief in *Cemex*

Construction Materials; the complaint in the *Burnett Specialists* suit against you (I'm no expert on federal pleading, but I am having real difficulty understanding what the cause of action is); and some notes on the Florida "Stop WOKE Act" and the recent Florida decision declaring it unconstitutional. By way of comparison, I add *Nat'l Assoc. of Mfrs.* (unconstitutional for government to notify employees of their statutory rights). The class session runs for 75 minutes but you could limit your appearance to 30 minutes (or less, if need be). You could comment on any aspect of these issues but I imagine the students would be most excited to hear your thinking about the decision announced in the GC Memos to re-open the question, how you and your colleagues framed the *Cemex* arguments, and the Board's response to the (outrageous) blow-back from the business community.

It would be a great honor for us, and I know the students will be absolutely thrilled. Candidly, I believe they will be inspired as much by your career now culminating in re-inventing the GC's role as they will be by the GC's new approach to captive audience doctrine as such.

The class meets from 11:10 to 12:25. If your time is limited, perhaps you would consider joining us, e.g., from 11:45 to 12:15, or 11:30 to 12:45, as your schedule permits. The class is meant to occur on October 21. If that date is inconvenient, alternatives might be October 25 or October 27. If you are agreeable in principle, I could work with your assistant on the scheduling and Zoom details. I will move heaven and earth to accommodate your schedule.

Dick Griffin, once my student many years ago, has kindly agreed to a guest appearance on September 23, when I will have a class session devoted to *Horton*, *Murphy Oil*, and *Epic Systems*. I noticed just now while reviewing the documents that your name is on the brief in *Epic Systems*.

I look forward to hearing from you at your convenience. Thank you very much for considering this. If it doesn't work out this time, I hope I

will have the opportunity to work with you at a future time.

With best wishes,

Karl

Karl Klare
George J. & Kathleen Waters Matthews
Distinguished University Professor
School of Law
Northeastern University
416 Huntington Avenue
Boston, MA 02139
cell phone 617-460-3785

From: [Abruzzo, Jennifer](#)
To: [Burow, Kathy](#)
Cc: [Hammonds, Ashley](#)
Subject: Fwd: following up on NLRA segment at the OSHA summit
Date: Wednesday, August 24, 2022 9:08:50 AM
Attachments: [OSHA WVS agenda 6-20-22_JFV.pdf](#)
[Workers Voice Concept Sum 8-8-22.pdf](#)
[Save the Date - Workers" Voice Summit 8.4.2022---.pdf](#)

OK?

Get [Outlook for iOS](#)

From: Tracy, Natalicia R - OSHA <Tracy.Natalicia.R@dol.gov>
Sent: Wednesday, August 24, 2022 12:29 AM
To: Rhinehart, Lynn <Rhinehart.Lynn.K@dol.gov>; Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Parker, Douglas - OSHA <Parker.Douglas@dol.gov>; Frederick, James S. - OSHA <Frederick.James.S@dol.gov>
Subject: RE: following up on NLRA segment at the OSHA summit

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Dear Lynn, also with a note to General Counsel Abruzzo,

First of all, thank you so much Lynn for this email e-introducing me to General Counsel Abruzzo, and my sincere apologies for the delayed response. I was on leave attending to a family emergency.

General Counsel Abruzzo, nice to e-meet you. It would be amazing if you would be available to be our guest speaker at the Workers Voice Summit at the Department of Labor on the afternoon of September 27th 2022, which is first day of the three day event. The overall summit will include plenary addresses, listening sessions involving workers, and a great number of breakout sessions on topics that have been identified as important to OSHA's relations with workers and their representatives.

The objectives are to lift workers' voices, encourage new collaborations, and strengthen existing ties between DOL and labor unions, worker centers, labor-focused faith communities, and small businesses across the US. The goal is to host 230 underrepresented, vulnerable, essential workers; advocates; union leaders; and regional OSHA staff at the Frances Perkins Building.

For your information, I am attaching a save-the-date notice, a tentative agenda and a concept proposal for the Summit prepared earlier.

We look forward to hearing from you!

Natalicia

Natalicia R. Tracy, Ph.D.
Senior Policy Advisor
Office of the Assistant Secretary
U.S.DOL, OSHA
Washington, DC
Mobile: 202 309-7941
www.osha.gov

From: Rhinehart, Lynn <Rhinehart.Lynn.K@dol.gov>
Sent: Wednesday, August 10, 2022 6:38 PM
To: Tracy, Natalicia R - OSHA <Tracy.Natalicia.R@dol.gov>; Abruzzo, Jennifer <Jennifer.Abruzzo@nrlrb.gov>
Cc: Parker, Douglas - OSHA <Parker.Douglas@dol.gov>
Subject: following up on NLRA segment at the OSHA summit

Hi, Natalicia,

As we discussed last week, I reached out to NLRB General Counsel Jennifer Abruzzo to see if she would be interested in speaking at the upcoming OSHA summit about the importance of labor rights enforced by the NLRB, and in particular protected concerted activity and anti-retaliation protections, to protecting worker safety and health. Jennifer, cc'd here, is interested if the timing works out. I hope it will! Please let me know if you need anything further from me on this.

Lynn

Workers' Voice Summit at DOL

September 27, 28, & 29, 2022 - One full day and two half days.

Main Objectives: Lift workers' voices, encourage new collaborations, and strengthen existing ties between DOL and labor unions, worker centers, labor-focused faith communities, and small businesses across the US. Exchange information about trends impacting workers, dialogue, and work together to identify problems and define solutions. Get feedback on DOL's priorities for the next year community engagement workplan with benchmarks to track progress. OSHA will create a report offering a guide that showcases workers' voices and highlights best practices.

Day One: September 27 (half day, 1:30-5:30pm)

1:30pm: Check in and pick up registration package
2:05pm: Welcome, brief overview, orientation, and review of logistics information, including a discussion about COVID-19 protocols.
2:20pm: Opening remarks (Assistant Secretary for OSHA Doug Parker & DOL Deputy Secretary Su)
3:20pm: Coffee break
3:40pm: Introduction and overview of new initiatives within OSHA, WHD, SOL, WB, ETA, & ILAB presented by 1-2 staff members of each agency.
4:40pm: Community and Union representatives (1-2): An introductory overview
5:10pm: Discussion and questions
5:20pm: Closing Remarks for the day's formal session: Deputy Assistant Secretaries, OSHA - Mandy Edens & Jim Fredericks
5:30 pm – 7:30pm Socializing and Refreshments at the DOL rooftop

Day Two: September 28 (full day, 8:30am -5:30pm)

8:30am Welcome, logistics, and reminders about Covid-19 safety protocols
8:50am: Keynote Speakers: Deputy Assistant Secretary Jim Frederick & Secretary Martin J. Walsh
9:20am: Panel: The Range of Everyday Decisions Workers Confront on the Job
10:40am: Break
11:00am: Panel: New & Innovative Collective Initiatives & Educational Efforts across the U.S.
12:30pm: Lunch
1:30pm: Panel: Challenges to Completion of DOL Priorities: Building Stronger DOL-Worker Collaborations
2:45pm: Coffee Break
3:00pm: Breakout Sessions and Report Back: Improving Relationship Building and Collaborative Outreach, and Key Ingredients to Building Trust between Workers & DOL.
5:15pm: Closing Remarks: Deputy Assistant Secretary, OSHA - Jim Frederick
5:30pm: Adjournment of day two's activities (participants are on their own for dinner)

Day Three: September 29 (half day, 8:30 -11:30am)

8:30am Welcome, Logistics, and reminders about Covid-19 safety protocols: Deputy Assistant Secretary Mandy Edens
8:50am: Panel Discussion: Lessons Learned
9:20am: Breakout Sessions and Report Back: Defining and Prioritizing Actionable Items
11:00am: Conference Closing with Keynote Speaker (TBA WH?)
11:30am: Adjournment

Each panel session should leave time at the end for spontaneous questions from the audience.



Event Date: September 27, 28, & 29

Host: OAS, OSHA, in collaboration with WHD, OSEC-OPE, WB, ILAB, SOL, ETA & OSAP

Location: Frances Perkins Building, 200 Constitution Ave NW, Washington, DC 20210

WHY HOST A WORKERS' VOICE SUMMIT AT DOL?

- ✓ Workers have been devastated by the COVID-19 pandemic and felt abandoned and marginalized.
- ✓ OSHA as an agency is fully committed to ensuring that Diversity, Equity and Inclusion become embedded into all its programs.
- ✓ To combat persistent inequalities and advance equity, OSHA-DOL has proceeded to expand many types of outreach and collaboration with stakeholders in order to strengthen trust; empower workers to be more knowledgeable of their rights and reduce their fear of retaliation; and create a variety of more worker-centric, accessible tools and resources.

-In all these efforts, OSHA -DOL wants to foster active dialogue and to hear directly from workers.

THE ROLE OF THE DOL REGIONAL STAFF

- ✓ Central to this initiative is the outreach to and engagement with external stakeholders. (The participation of Labor Liaisons and CAS is critical, of course, to advancing these efforts.)
- ✓ Build new relationships and strengthen old ones with labor unions, Worker Centers, and faith-based worker advocates
- ✓ Engage with workers and advocates during the Summit, especially by region
- ✓ Co-facilitate break-out sessions (There will be a full day of training sessions for the facilitators.)
- ✓ 2-3 staff attendees from each region, maybe more depending on the size of the region, might be needed to support this initiative.
- ✓ We are counting on the expertise of regional staff to build this broad and inclusive dialogue.

SIZE AND PROSPECTIVE PARTICIPANTS

- ✓ Approximately 230 people (including 40-50 from DOL), with a tentative ratio of 80% workers and 20% advocates.
- ✓ At least 150 workers drawn from labor unions, worker centers, labor-focused faith community organizations, and small businesses that represent or otherwise advocate for underserved¹ and vulnerable workers in high-hazard industries (e.g., healthcare, transportation and warehousing, construction, disaster response and recovery, solid waste and recycling, meat and poultry processing, and agriculture). At least 2 - 3 worker representatives from each organization.

The majority attending should be workers; however, a few worker advocates may attend if there is space.

¹ **Underserved Workers:** "...Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality." From President Biden's *EO 13985: Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*, January 20, 2021



SEPT. 27-29, 2022

- Lift workers' voices
- Collaborate and build trust with the Department of Labor and strengthen ties with other organizations
- Identify trends and challenges impacting workers, and define solutions

Registration opening soon

If you have any questions, please contact us at
workersvoice@dol.gov

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Hammonds, Ashley](#); [Ketcham, Lori](#)
Subject: RE: Speaking engagement
Date: Wednesday, August 24, 2022 9:14:00 AM

Good Morning Jennifer,

(b) (5)

A large rectangular area of the email body is completely redacted with a solid black box.

(b) (5)

A block of text is redacted with a solid black box, consisting of five lines of varying lengths.

(b) (5)

A block of text is redacted with a solid black box, consisting of eight lines of varying lengths.

Please let us know if you have any follow-up questions.
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Monday, August 22, 2022 6:09 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: Speaking engagement

I presume that this request is okay as it is to speak at a law school class, but forwarding to be sure. I already said I could do it virtually on 10/21 from 11:30-12:15, but will advise otherwise if there is an issue of which I am unaware. Thanks.

k.klare@northeastern.edu

Dear General Counsel Abruzzo,

Thank you very much for kindly permitting Michael Fischl to put us in touch. I will spare you too much flattery but simply say how thrilled and inspired I am by what you are trying to achieve at the Board and in the courts. In these trying times it is difficult to inspire even the most idealistic law students. But those of us in Labor Law are lucky because we can point to the path upon which you have embarked with such courage and intellectual imagination.

As Michael mentioned, I am writing to ask whether you would be willing and able to be a guest in my Labor Law course this fall. Specifically, I have set aside a class session on captive audience speeches. I assign the old cases (*Clark Brothers*, *Babcock & Wilcox*, and *Livingston Shirt*) with an updating memo and some comparative law notes; a New York Times piece on captive audience speeches at Amazon; the relevant portions of the General Counsel's brief in *Cemex Construction Materials*; the complaint in the *Burnett Specialists* suit against you (I'm no expert on federal pleading, but I am having real difficulty understanding what the cause of action is); and some notes on the Florida "Stop WOKE Act" and the recent Florida decision declaring it unconstitutional. By way of comparison, I add *Nat'l Assoc. of Mfrs.* (unconstitutional for government to notify employees of their statutory rights). The class session runs for 75 minutes but you could limit your appearance to 30 minutes (or less, if need be). You could comment on any aspect of these issues but I imagine the students would be most excited to hear your thinking about the decision announced in the GC Memos to re-open the question, how you and your colleagues framed the *Cemex* arguments, and the Board's response to the (outrageous) blow-back from the business community.

It would be a great honor for us, and I know the students will be absolutely thrilled. Candidly, I believe they will be inspired as much by your career now culminating in re-inventing the GC's role as they will be by the GC's new approach to captive audience doctrine as such.

The class meets from 11:10 to 12:25. If your time is limited, perhaps you would consider joining us, e.g., from 11:45 to 12:15, or 11:30 to 12:45, as your schedule permits. The class is meant to occur on October 21. If that date is inconvenient, alternatives might be October 25 or October 27. If you are agreeable in principle, I could work with your assistant on the scheduling and Zoom details. I will move heaven and earth to accommodate your schedule.

Dick Griffin, once my student many years ago, has kindly agreed to a guest appearance on September 23, when I will have a class session devoted to *Horton*, *Murphy Oil*, and *Epic Systems*. I noticed just now while reviewing the documents that your name is on the brief in *Epic Systems*.

I look forward to hearing from you at your convenience. Thank you very much for considering this. If it doesn't work out this time, I hope I will have the opportunity to work with you at a future time.

With best wishes,

Karl

Karl Klare
George J. & Kathleen Waters Matthews
Distinguished University Professor
School of Law
Northeastern University
416 Huntington Avenue
Boston, MA 02139
cell phone 617-460-3785

From: [Abruzzo, Jennifer](#)
To: [Burow, Kathy](#)
Cc: [Ketcham, Lori](#); [Hilerio-Echevarria, Celeste](#)
Subject: Re: Peggy Browning Fund Workers' Rights Conference Speaking Engagement
Date: Friday, September 16, 2022 7:43:41 PM

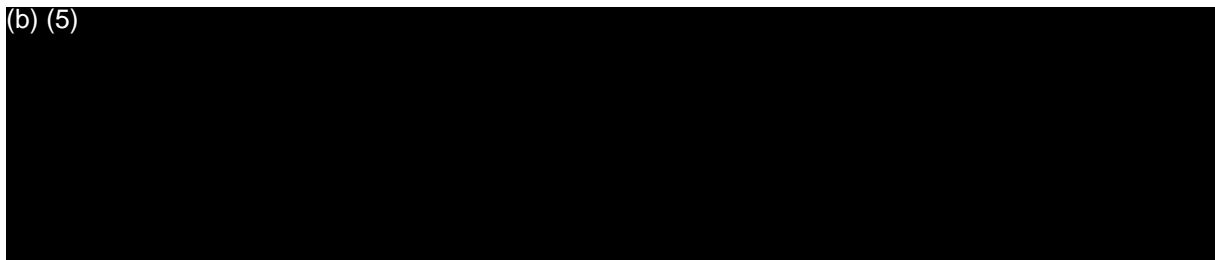
Thank you

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From: Burow, Kathy <Kathy.Burow@nlrb.gov>
Sent: Friday, September 16, 2022 5:03:39 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Hilerio-Echevarria, Celeste <Celeste.Hilerio-Echevarria@nlrb.gov>
Subject: RE: Peggy Browning Fund Workers' Rights Conference Speaking Engagement

Good Afternoon Jennifer,

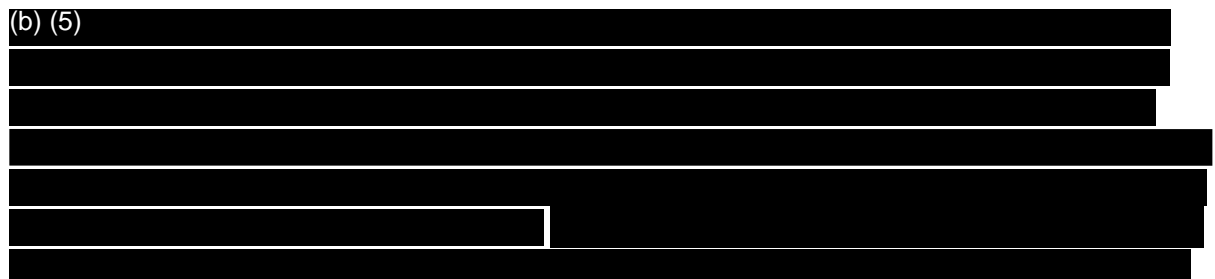
(b) (5)



(b) (5)



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(b) (5) [Redacted]

(b) (5) [Redacted]

(b) (5) [Redacted]

Please let us know if you have any questions regarding this guidance. (b) (5) [Redacted]

Thanks,

Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Thursday, September 15, 2022 6:26 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>

Subject: Re: Peggy Browning Fund Workers' Rights Conference Speaking Engagement

OK. Thanks

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From: Burow, Kathy <Kathy.Burow@nlrb.gov>

Sent: Thursday, September 15, 2022 5:45:13 PM

To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Subject: RE: Peggy Browning Fund Workers' Rights Conference Speaking Engagement

(b) (5)



From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Sent: Thursday, September 15, 2022 5:42 PM

To: Burow, Kathy <Kathy.Burow@nlrb.gov>

Subject: Fwd: Peggy Browning Fund Workers' Rights Conference Speaking Engagement

I told her I had to get Ethics Office review. Is this okay?

Get [Outlook for iOS](#)

From: Alex Roe <aroe@aficio.org>

Sent: Thursday, September 15, 2022 5:30 PM

To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Subject: Peggy Browning Fund Workers' Rights Conference Speaking Engagement

CAUTION: The sender of this message is external to the NLRB network. Please use care when clicking on links and responding with sensitive information. Forward suspicious emails to nlrbirc@nlrb.gov.

Dear Jennifer,

Thank you for agreeing to speak to the 2022 Peggy Browning Fellows and other attendees at the PBF Workers Rights' Conference on **Saturday, October 15, 2022**. Your session, titled the IUE-CWA Peter Mitchell Labor Law Keynote Session, is scheduled for **8:30 - 9:15 am EDT**.

This year's conference holds special significance as it is PBF's 25th anniversary and will mark the year that founder Joe Lurie fills the role of president of the organization. The planning committee is grateful that you are willing to take time out of your busy schedule; we know the students will be thrilled.

If you have any questions, please let me know.

With warm regards,
Alex

Alex Roe
Managing Counsel
AFL-CIO Union Lawyers Alliance
815 Black Lives Matter Plaza N.W.
Washington, DC 20006
(301) 793-3143 (cell)
(202) 637-5214 (office)
aroe@aflcio.org

She/her

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Hammonds, Ashley](#); [Ketcham, Lori](#)
Subject: RE: Cozen O'Connor - 2nd Annual L&E Summit Invitation
Date: Tuesday, September 27, 2022 2:48:00 PM

Jennifer,


(b) (5)



(b) (5)



Please let us know if you have any questions regarding this guidance. (b) (5)



Thanks,
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Monday, September 26, 2022 5:12 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: Cozen O'Connor - 2nd Annual L&E Summit Invitation

OK?

From: Schmidt, Michael <MSchmidt@cozen.com>
Sent: Monday, September 26, 2022 4:45 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Blado, Kayla <Kayla.Blado@nlrb.gov>
Subject: Cozen O'Connor - 2nd Annual L&E Summit Invitation

CAUTION: The sender of this message is external to the NLRB network. Please use care when clicking on links and responding with sensitive information. Forward suspicious emails to nlrbirc@nlrb.gov.

Good afternoon General Counsel Abruzzo – I hope you have continued to be well and that you enjoyed the end of the summer. As a follow up to your terrific appearance on my podcast last May, I am reaching out to

nd

invite you to participate on a panel for my firm's 2nd annual L&E employer summit. The panel (virtual by zoom) is a panel on perspectives on the current workplace from government agencies, and is currently scheduled for Thursday, November 3rd from 4:00-5:00pm. I also have invitations out to EEOC Commissioners Sonderling and Lucas (who have participated with me in the past), and other esteemed officials. All topics/questions will be provided and vetted prior to the panel, and I think that the attendees of this virtual summit would benefit immensely from your perspectives and insight on many of today's challenging issues.

Please let me know if you would be willing and available to participate, or if I can provide any additional information at this time.

Thank you very much for your consideration. Mike



Michael C. Schmidt

**Vice Chair, Labor & Employment Department, Office Managing Partner | Cozen
O'Connor**

3 WTC, 175 Greenwich Street – 55th Floor | New York, NY 10007

P: 212-453-3937 F: 866-736-3682

[Email](#) | [Bio](#) | [LinkedIn](#) | [Map](#) | [cozen.com](#)

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From: [Abruzzo, Jennifer](#)
To: [Burow, Kathy](#)
Cc: [Hammonds, Ashley](#); [Ketcham, Lori](#)
Subject: RE: General Counsel Abruzzo - For your review and approval or revisions
Date: Friday, September 30, 2022 3:13:54 PM

Thanks

From: Burow, Kathy <Kathy.Burow@nlrb.gov>
Sent: Friday, September 30, 2022 3:08 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: General Counsel Abruzzo - For your review and approval or revisions

Good Afternoon Jennifer,

(b) (5)



Thanks for forwarding.
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Friday, September 30, 2022 10:46 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: General Counsel Abruzzo - For your review and approval or revisions

OK?

From: Liz M. Misiaveg-Patel <lizmp@minncle.org>
Sent: Thursday, September 29, 2022 10:51 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Subject: General Counsel Abruzzo - For your review and approval or revisions

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Hi General Counsel Abruzzo – My understanding is that I should run by you the designed Institute brochure before I send it to the printer. It is attached. Please let me know whether it's "OK as-is" or requires revision.

Thank you!

Liz

Liz Misiaveg-Patel (she/her)
Program Attorney, Minnesota CLE
Direct: 651-254-2107
Lizmp@minncle.org

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Minnesota CLE
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Advanced-Level
Discussion of –

- Workplace Impacts of *Roe v. Wade* Reversal
- LGBTQ+ Employee Rights
- Speech Rights in Private & Public Workplaces
- Activating DEI in Labor Agreements
- And Much More!

Featuring –

- Senior Agency Leaders
- A Fun Time to Catch Up with Colleagues and Friends
- New Lunchtime Roundtables
- New Bonus Post-Institute Webcast
- And More!

CAN'T ATTEND THE LIVE SEMINAR?
View the Online Replay on Monday, December 12, 2022.

PLANNING COMMITTEE – Tina Burnside, Grant T. Collins, Gregg M. Corwin, Justin D. Cummins, Barbara D'Aquila, Emma Denny, Kathryn M. Engdahl, Clayton D. Halunen, Nichole L. Harville, Margaret A. Luger-Nikolai, Michael J. Moberg, and Nicholas J. Pladson.

THE 2022
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THURSDAY, NOVEMBER 17, 2022
Minnesota CLE Conference Center –
Attend In Person

SCHEDULE | Designed for Experienced Labor & Employment Lawyers

8:30 – 9:00 a.m. CHECK-IN & CONTINENTAL BREAKFAST

9:00 – 10:00 a.m.
A Conversation with Senior Agency Leaders from the EEOC, NLRB, and DOL About Today’s Toughest Questions

This session will cover a host of current topics with these agency leaders, including current agency initiatives, new interagency cooperation efforts and memoranda that have been recently issued, how COVID is still impacting each agency and its activities, the continued emphasis on independent contractor and joint employer issues, and more.



Jennifer A. Abruzzo
General Counsel, NLRB



Jessica Looman
Principal Deputy Administrator
Wage and Hour, USDOL



Jocelyn Samuels
Vice Chair, EEOC

– Co-Moderators: Michael J. Moberg & M. William O’Brien

10:00 – 10:10 a.m. BREAK

10:10 – 11:20 a.m.
LGBTQ+ Employee Rights – Key Legal and Practical Considerations for Employees, Employers, Unions and Agencies in 2023

Advanced discussion by a roundtable comprised of senior agency leaders from the NLRB and Minnesota Department of Human Rights; experienced in-house and outside attorneys in private and public sectors; and current and former diversity, equity, and inclusion directors. Topics will include gender pronoun listings, requests/requirements, and refusals; workplace implications of organizational stances on laws that are anti- or pro-LGBTQ+ rights; conflicts with religious accommodation claims; cases that have followed *Bostock*; and more.

- Panelists: Jennifer A. Abruzzo, Ann Jenrette-Thomas, Ji Hae Kim & Nick Pladson
- Co-Moderators/Panelists: Rebecca J. Bernhard & Margaret A. Luger-Nikolai

11:20 – 11:30 a.m. BREAK

11:30 a.m. – 12:30 p.m.
The Dobbs Decision: In-Depth Analysis of the Reversal of Roe v. Wade on Employees, Employers and Unions

This seasoned panel is comprised of senior agency leaders from the EEOC and NLRB; private and public sector labor, employment, and appellate attorneys; and an employee benefits expert. They will have an in-depth roundtable discussion focusing on the legal and practical implications of workplace issues stemming from *Dobbs*, including employer obligations to pregnant employees; Title VII’s protections for workers’ decisions about abortion; the impact of employer decisions to grant travel benefits for out-of-state access to abortion services; union and employer bargaining obligations; protected employee discussions and actions; potential disparate impact claims; and more.

- Panelists: Justin D. Cummins, Sheila Engelmeier, Katherine L. MacKinnon & Jocelyn Samuels
- Co-Moderators/Panelists: Barbara J. D’Aquila & Nichole L. Harville

12:30 – 12:45 p.m. LUNCH – PROVIDED TO ATTENDEES

12:45 p.m. – 1:15 p.m.
NEW! Lunchtime Roundtables
0.5 standard CLE credit applied for in-person attendees only

A great chance to share and receive insights from colleagues in an informal setting. Facilitators will join you, prepped on the topics and ready to keep a vibrant discussion going.

CHOOSE 1 FROM THE FOLLOWING TOPICS –
Legalization of THC Edibles in Minnesota – Employment Law Implications

- Co-Facilitators: David E. Schlesinger & Timothy Y. Wong

Maintaining Safety During Contentious Workplace Conversations

- Co-Facilitators: Anjie Flowers & Pamela M. Spera

From Remote Work to “Quiet Quitting” and Work-Life Balance – A Discussion about Changing Perceptions and Realities Around Work and Workplaces

- Co-Facilitators: Maria Agostinho Campbell & Brian T. Rochel

1:15 – 1:30 p.m. BREAK

1:30 – 2:20 p.m.
The Culture Wars at Work – The Implications for Free Speech, Equal Opportunity and Labor Relations

The current legal controversies arising out of the culture wars have important implications for workplace law, including constitutional, equal opportunity, and labor law. This panel will analyze and discuss the legal issues related to employee and employer speech regarding race, gender identity, sexual orientation, and political candidates; DEI training; adherence to employment policies such as vaccine mandates; as well as claims of religious freedom in public and private workplaces, like the claims at issue in the 50-yard line prayer decision and the *Hobby Lobby* case.

- Brendan D. Cummins & Anjie Flowers

2:20 – 2:30 p.m. BREAK

2:30 – 3:30 p.m.
Activating DEI in Labor Agreements

Unions and employers are negotiating contract provisions to support retention of their racially diverse workforces. These provisions address layoffs, performance standards, representation rights, and benefits. The panel will identify negotiated language and explore the legal guardrails for this route to protection of diversity.

- Panelists: Pat Arseneault, Tina Burnside & Jill Coyle
- Moderator: Kathryn M. Engdahl

3:30 – 3:40 p.m. BREAK

3:40 – 4:40 p.m.
Hot Topics in Legal Ethics for Labor and Employment Lawyers
1.0 ethics credit applied for

Professional responsibility lawyers Aram Desteian and Tim Greenfield discuss interesting, timely topics as applied to contexts that labor and employment lawyers encounter, such as: navigating potential conflicts when a person or entity other than your client is paying for your services; duties of competence as applied to advising on new technologies that monitor remote employees; and more.

- Aram V. Desteian & Timothy J. Greenfield

FREE BONUS POST-INSTITUTE WEBCAST

As a special bonus, Institute attendees also may attend the following post-Institute webcast for free!

WEBCAST DATE/TIME TBA
AI for Workplace Decision-Making – Understanding the Utility and Risks



Advanced discussion by a panel of experts featuring Victoria A. Lipnic, Chair of the Artificial Intelligence – Technical Advisory Committee organized by the Institute for Workplace Equality.

- Eric Dunleavy, Victoria A. Lipnic & Marko J. Mrkonich

COURSE INFORMATION

LIVE IN PERSON
Thursday, November 17, 2022
Minnesota CLE Conference Center
600 Nicollet Mall, Suite 370
Third Floor City Center, Minneapolis

ONLINE REPLAY
Monday, December 12, 2022
View online at www.minncle.org
Online replay includes all plenary sessions; it does not include the 30-minute small-group discussion segment. A moderator will be available to answer questions by email.

HOW TO REGISTER
Registration must be made online at www.minncle.org. For assistance, call Minnesota CLE at **651-227-8266** or **800-759-8840** or email customerservice@minncle.org.

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Online Replay Attendees: Online replay attendees will have electronic access to the course materials via their Minnesota CLE website accounts.

CREDITS
In-Person Institute: Minnesota CLE is applying to the Minnesota State Board of CLE for **6.5 CLE credits, including 1.0 ethics credit**. The maximum number of CLE credits in-person attendees may claim for this course is 6.5 credits. Minnesota CLE is also applying to the Minnesota State Bar Association for **6.5 labor and employment specialist credits**.
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Post-Institute Webcast: Minnesota CLE is applying to the Minnesota State Board of CLE for **1.0 standard CLE credits**.

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If you have a disability and need an accommodation in order to attend this seminar, contact Minnesota CLE as soon as possible at **800-759-8840** or customerservice@minncle.org.

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THE 2022
LABOR & EMPLOYMENT
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For assistance, call Minnesota CLE at 651-227-8266 or 800-759-8840 or email customerservice@minncle.org.

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800-759-8840

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Hammonds, Ashley](#)
Subject: RE: ARISE speaking engagement
Date: Tuesday, October 4, 2022 10:23:00 AM

Confirming receipt. (b) (5)

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, October 4, 2022 10:20 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: ARISE speaking engagement

As you know, I will be doing this event in Chicago in November. (b) (5)

[REDACTED]

[REDACTED]

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From: [Abruzzo, Jennifer](#)
To: [Burow, Kathy](#)
Cc: [Hammonds, Ashley](#); [Ketcham, Lori](#)
Subject: RE: ARISE speaking engagement
Date: Friday, October 7, 2022 9:37:34 AM

Thank you

From: Burow, Kathy <Kathy.Burow@nlrb.gov>
Sent: Friday, October 7, 2022 8:51 AM
To: [Abruzzo, Jennifer](#) <Jennifer.Abruzzo@nlrb.gov>
Cc: [Hammonds, Ashley](#) <Ashley.Hammonds@nlrb.gov>; [Ketcham, Lori](#) <Lori.Ketcham@nlrb.gov>
Subject: RE: ARISE speaking engagement

Good Morning,

(b) (5) [REDACTED]
[REDACTED]
[REDACTED]

Have a great weekend!
Kathy

From: [Abruzzo, Jennifer](#) <Jennifer.Abruzzo@nlrb.gov>
Sent: Wednesday, October 5, 2022 5:46 PM
To: [Burow, Kathy](#) <Kathy.Burow@nlrb.gov>
Cc: [Hammonds, Ashley](#) <Ashley.Hammonds@nlrb.gov>; [Ketcham, Lori](#) <Lori.Ketcham@nlrb.gov>
Subject: Re: ARISE speaking engagement

(b) (5) [REDACTED]
[REDACTED]

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From: [Burow, Kathy](#) <Kathy.Burow@nlrb.gov>
Sent: Wednesday, October 5, 2022 5:42:12 PM
To: [Abruzzo, Jennifer](#) <Jennifer.Abruzzo@nlrb.gov>
Cc: [Hammonds, Ashley](#) <Ashley.Hammonds@nlrb.gov>; [Ketcham, Lori](#) <Lori.Ketcham@nlrb.gov>
Subject: RE: ARISE speaking engagement

Good Afternoon Jennifer,

(b) (5) [REDACTED]
[REDACTED]
[REDACTED]

(b) (5) [REDACTED]
[REDACTED]

(b) (5)

[Redacted]

(b) (5)

[Redacted]

Thanks for checking in,
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, October 4, 2022 10:20 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: ARISE speaking engagement

As you know, I will be doing this event in Chicago in November. (b) (5)

[Redacted]

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From: [Abruzzo, Jennifer](#)
To: [Novoa, Marta](#)
Cc: [Ketcham, Lori](#); [Burow, Kathy](#); [Hammonds, Ashley](#)
Subject: RE: Your Speaker Gift -- EBG's 41st Annual Workforce Management Briefing
Date: Thursday, October 13, 2022 1:13:29 PM

Thanks. (b) (5)

[REDACTED]

From: Novoa, Marta <Marta.Novoa@nlrb.gov>
Sent: Thursday, October 13, 2022 12:19 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>
Subject: FW: Your Speaker Gift -- EBG's 41st Annual Workforce Management Briefing

Dear Jennifer,

(b) (5)

[REDACTED]

(b) (5)

[REDACTED]

(b) (5)

[REDACTED]

If you have any questions, please feel free to contact us.

Thank you!

Marta Novoa
(she/her/hers)
Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board
Office: (202) 273-4253

Mobile: (202) 679-0321
mnovoa@nlrb.gov

From: Burow, Kathy <Kathy.Burow@nlrb.gov>
Sent: Wednesday, October 12, 2022 9:58 AM
To: Novoa, Marta <Marta.Novoa@nlrb.gov>
Subject: FW: Your Speaker Gift -- EBG's 41st Annual Workforce Management Briefing

From: Julie Choudhury <JChoudhury@ebglaw.com>
Sent: Wednesday, October 12, 2022 12:52 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Subject: RE: Your Speaker Gift -- EBG's 41st Annual Workforce Management Briefing

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Good afternoon Ms. Burow,

Thank you for your questions as I'm happy to assist.

All of our external speakers who spoke at our October 3 event were offered the same gift. The gift is a 10 oz YETI water/coffee mug which is valued at \$25.

I hope this helps. Please let me know if you have any further questions. Thank you!

Best,
Julie

EPSTEIN
BECKER
GREEN

Julie Choudhury | Business Development Coordinator
t 212.351.3730 | f 212.878.8600
JChoudhury@ebglaw.com

875 Third Avenue | New York, NY 10022
t 212.351.4500 | www.ebglaw.com

From: Burow, Kathy <Kathy.Burow@nlr.gov>
Sent: Wednesday, October 12, 2022 12:45 PM
To: Julie Choudhury <JChoudhury@ebglaw.com>
Subject: FW: Your Speaker Gift -- EBG's 41st Annual Workforce Management Briefing

*** EXTERNAL EMAIL ***

Good afternoon Ms. Choudhury

(b) (5)

(b) (5)

Thank you for your assistance,
Kathy

Kathy H. Burow
Supervisory Ethics Specialist
Deputy Designated Agency Ethics Official
National Labor Relations Board
1015 Half Street SE, Room 4148, Washington DC 20570
Office - 202-273-0903 * Mobile – 202-430-4815 * Fax – 202-208-0048
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En español: [@NLRBes](https://twitter.com/NLRBes)/[@NLRBGCes](https://twitter.com/NLRBGCes)

From: Julie Choudhury <JChoudhury@ebglaw.com>
Sent: Wednesday, October 12, 2022 11:42 AM
Cc: Julie Choudhury <JChoudhury@ebglaw.com>; Emma Cheong <ECheong@ebglaw.com>
Subject: Your Speaker Gift -- EBG's 41st Annual Workforce Management Briefing

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Thank you again for your participation during EBG's [41st Annual Workforce Management Briefing](#) – Workforce (re)calibrated: Driving the New Workplace Forward, on Monday, October 3.

We would love to send you a speaker gift. Please let me know what the best mailing address is to ship your gift.

Thank you,
Julie



Julie Choudhury | Business Development Coordinator
t 212.351.3730 | f 212.878.8600
JChoudhury@ebglaw.com

875 Third Avenue | New York, NY 10022
t 212.351.4500 | www.ebglaw.com

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From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Hammonds, Ashley](#); [Ketcham, Lori](#)
Subject: RE: May 5 Labor Conference
Date: Wednesday, November 9, 2022 9:39:00 AM

Good Morning Jennifer,

(b) (5) [Redacted]
[Redacted]
[Redacted]
[Redacted]

(b) (5) [Redacted]
[Redacted]
[Redacted]
[Redacted]
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[Redacted]

(b) (5) [Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]

Please let us know if you have any questions regarding this guidance. (b) (5) [Redacted]
[Redacted]
[Redacted]

Thanks,

Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Friday, October 28, 2022 10:29 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>

Subject: RE: May 5 Labor Conference

Thank you Kathy.

From: Burow, Kathy <Kathy.Burow@nlrb.gov>
Sent: Friday, October 28, 2022 10:17 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: RE: May 5 Labor Conference

Good Morning

Confirming receipt. (b) (5)

[REDACTED]

Thanks
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Thursday, October 27, 2022 10:48 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: May 5 Labor Conference

OK?

From: Ellen Dichner <Ellen.Dichner@slu.cuny.edu>
Sent: Thursday, October 27, 2022 10:22 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Subject: May 5 Labor Conference

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Hi Jennifer,

Attached please find the letter inviting you to attend our in-person conference as the luncheon speaker. The school will cover your costs for transportation and an overnight stay at a hotel. We also offer speakers a small honorarium.

We would be thrilled to have you speak at this conference. Please let me know when you hear whether the Ethics folks have ok'd your participation.

Looking forward to seeing you in May!

All the best,
Ellen

Ellen Dichner
Distinguished Lecturer
CUNY School of Labor & Urban Studies
25 W. 43rd Street, 18th Floor
New York, NY 11036



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25 West 43rd Street, 19th Fl, New York, NY 10036-7406 | Phone 212 827-0200 | Fax 212 827-5955 | slu.cuny.edu

October 26, 2022

Jennifer Abruzzo
General Counsel
National Labor Relations Board

Dear Ms. Abruzzo:

We are writing to invite you to be the luncheon speaker at a plenary session of a conference planned for May 5, 2023 here at CUNY. The one-day conference will be an in-person event and live-streamed. Its aim is to explore the recent uptick in labor union organizing and to situate that in a broader historical and political context. Your expertise and insight as to the legal issues impacting workers would greatly enrich this event.

We would be honored to have you speak for 20-30 minutes at the luncheon session, starting at 12 noon on May 5, and to participate in Q&A immediately after your remarks. We can cover your travel expenses (via economy flights or non-Acela Amtrak) and accommodations for one night in a hotel if you wish to stay overnight.

The audience for the event will be diverse, including students and faculty here at SLU and from other local universities as well as individuals active in the labor movement, union officials, and interested members of the wider public.

We hope very much that you will be able to join us. If you have any questions or concerns, please do not hesitate to contact me or my colleague Ellen Dichner, who is on the planning committee for this event.

Sincerely,

Ruth Milkman
Distinguished Professor
Chair, Labor Studies Department
Rmilkman@gc.cuny.edu

From: [Abruzzo, Jennifer](#)
To: [Hilerio-Echevarria, Celeste](#); [Hammonds, Ashley](#)
Cc: [Ketcham, Lori](#); [Burow, Kathy](#); [Rutter, Jessica](#)
Subject: Re: General Counsel Abruzzo LERA-neo invite
Date: Friday, November 18, 2022 3:07:55 PM

Thanks

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From: Hilerio-Echevarria, Celeste <Celeste.Hilerio-Echevarria@nlrb.gov>
Sent: Friday, November 18, 2022 3:00:19 PM
To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>; Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>; Rutter, Jessica <Jessica.Rutter@nlrb.gov>
Subject: RE: General Counsel Abruzzo LERA-neo invite

Hi Ashley,

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(b) (5)



(b) (5)



(b) (5)



(b) (5)



Thanks,

Celeste

Celeste Hilerio Echevarria

Special Ethics Counsel

Office of the General Counsel, Ethics Office

National Labor Relations Board

Office: (202) 273-0071

Mobile: (202) 679-2244

chilerio@nlrb.gov

(b) (5)



From: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>

Sent: Monday, November 14, 2022 1:31 PM

To: Hilerio-Echevarria, Celeste <Celeste.Hilerio-Echevarria@nlrb.gov>

Cc: Burow, Kathy <Kathy.Burow@nlrb.gov>

Subject: RE: General Counsel Abruzzo LERA-neo invite

Thank you.

Ashley Hammonds
Office of the General Counsel

From: Hilerio-Echevarria, Celeste <Celeste.Hilerio-Echevarria@nlrb.gov>

Sent: Monday, November 14, 2022 12:23 PM

To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>

Cc: Burow, Kathy <Kathy.Burow@nlrb.gov>

Subject: RE: General Counsel Abruzzo LERA-neo invite

Hi Ashley,

(b) (5)
[Redacted]
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(b) (5)
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Thanks,

Celeste

Celeste Hilerio Echevarria

Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board
Office: (202) 273-0071
Mobile: (202) 679-2244
chilerio@nlrb.gov

From: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>

Sent: Thursday, November 10, 2022 9:52 AM

To: Burow, Kathy <Kathy.Burow@nlrb.gov>

Subject: FW: General Counsel Abruzzo LERA-neo invite

Hi Kathy,

Can you review this invitation? They weren't available for the March meeting, so they will attend on May 24th.

Ashley Hammonds
Office of the General Counsel

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Thursday, November 10, 2022 9:31 AM
To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>
Subject: Re: General Counsel Abruzzo LERA-neo invite

OK. Did Ethics clear it? Either I or Peter will go.

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From: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Sent: Thursday, November 10, 2022 9:28:58 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>
Subject: RE: General Counsel Abruzzo LERA-neo invite

The 24th is a Wednesday and Memorial Day is the following Monday, May 29th.

Ashley Hammonds
Office of the General Counsel

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Thursday, November 10, 2022 9:26 AM
To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>
Subject: Re: General Counsel Abruzzo LERA-neo invite

What day does 5/24 fall on and when is Memorial Day weekend? I'll let you know once you get back to me about that.

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From: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Sent: Thursday, November 10, 2022 8:47:41 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>
Subject: FW: General Counsel Abruzzo LERA-neo invite

Good morning Jennifer,

Here is Mr. Passalacqua's response. There is another meeting on May 24th. You don't'

have any events scheduled that day. Alternatively, he asked if Peter could speak if you're not available.

Ashley Hammonds
Office of the General Counsel

From: David Passalacqua <dave4340@ameritech.net>
Sent: Thursday, November 10, 2022 8:15 AM
To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: Re: General Counsel Abruzzo LERA-neo invite

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Ms Hammonds,

Thank you for the quick response.

I checked with our Board on other meeting dates. We do have a meeting set for May 24, 2023 but have not set the dates for meetings past that date yet. If General Counsel Abruzzo is not available for either March or May dates, would Deputy General Counsel Ohr be interested in speaking?

Thank you,

Dave

David Passalacqua
President
CWA Local 4340
1400 E. Schaaf Rd.
Brooklyn Hts., OH 44131
216-635-4340

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we do not accept responsibility for any errors or omissions that are present in this email, or any attachment, that have arisen as a result of e-mail transmission.

On Tuesday, November 8, 2022 at 01:50:05 PM EST, Hammonds, Ashley <ashley.hammonds@nlrb.gov> wrote:

CAUTION: This email and any attachments may contain Controlled Unclassified Information (CUI). National Archives and Records Administration (NARA) regulations at 32 CFR Part 2002 apply to all executive branch agencies that designate or handle information that meets the standards for CUI.

Good afternoon Mr. Passalacqua,

Ms. Abruzzo is not able to speak at your meeting on March 29th. She is scheduled to speak at another event in a different state. Would you like to have another speaker from our Agency come to speak at this meeting? Alternatively, Ms. Abruzzo would be willing to speak at another quarterly on a different date. Please let me know which would work best for your group.

Thank you,

Ashley Hammonds

Office of the General Counsel

From: David Passalacqua <dave4340@ameritech.net>
Sent: Tuesday, November 8, 2022 1:12 PM
To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: General Counsel Abruzzo LERA-neo invite

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Ms Hammonds,

Good afternoon. Thank you for taking my call this afternoon.

My name is David Passalacqua. I am President of Communications Workers of America Local 4340 in Cleveland, Ohio and an Executive Board member of the Labor & Employment Relations Association of America, Northeastern Ohio Chapter. Our members are made up of local labor representative, management representative and neutrals.

LERA-neo meets quarterly throughout the year and hosts various speakers on labor and employer relations. Some recent speakers were Dan O'Malley, Executive Secretary of the North Shore Federation of Labor and Kevin Cassidy from the International Labor Organization. In 2019, our members appreciated the opportunity to discuss some labor topics of that time with then NLRB Board Chair John Ring.

Our hope is that General Counsel Jennifer Abruzzo would be available to speak at our meeting Wednesday March 29, 2023. We meet at the Holiday Inn Cleveland South in Independence, Ohio @ 5:30pm-8:00pm including dinner. If accommodations are needed, we would be happy to assist with travel and hotel.

Please contact me anytime with questions.

Sincerely,

David Passalacqua
President
CWA Local 4340
1400 E. Schaaf Rd.
Brooklyn Hts., OH 44131
216-635-4340

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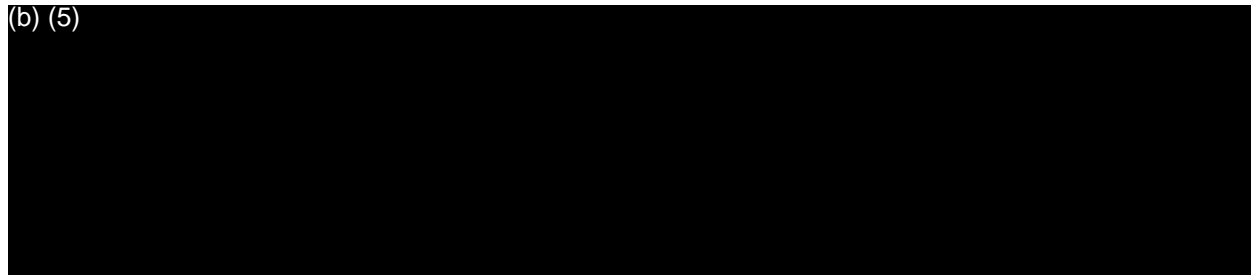


(b) (5)

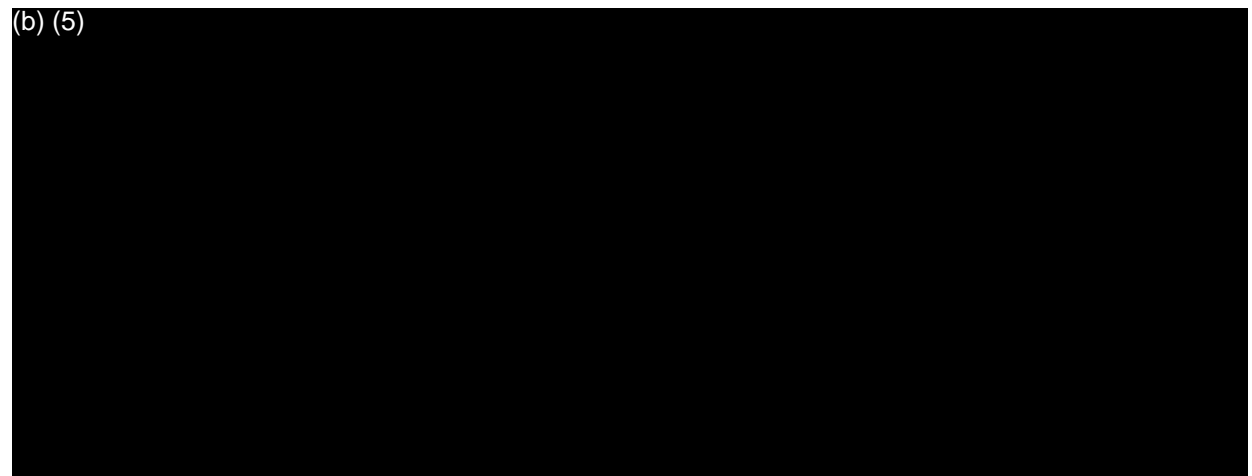
From: [Hilerio-Echevarria, Celeste](#)
To: [Abruzzo, Jennifer](#)
Cc: [Hammonds, Ashley](#); [Ketcham, Lori](#); [Burow, Kathy](#)
Subject: RE: Invitation from NYU Center for Labor and Employment Law
Date: Monday, December 12, 2022 10:00:00 AM
Attachments: [image001.png](#)

Hi Jennifer,

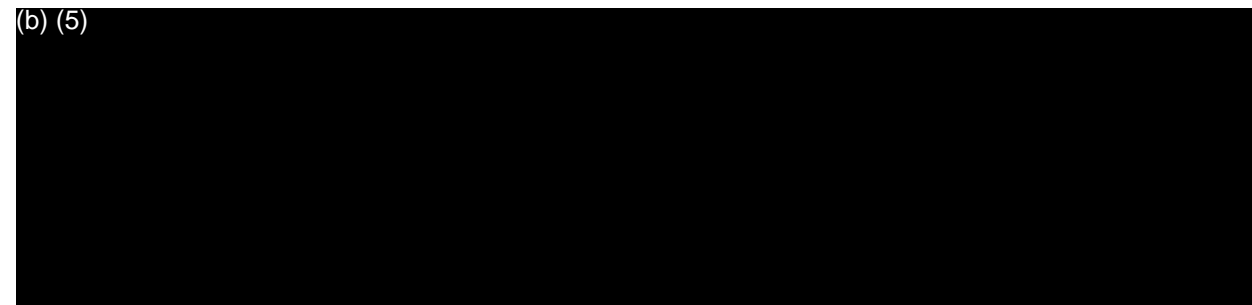
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A large rectangular area of the email body is completely redacted with a solid black fill.

Please let us know if you have any questions regarding this guidance. (b) (5)

Four horizontal lines of text are redacted with solid black bars.

Thanks,

Celeste

Celeste Hilerio Echevarria

Special Ethics Counsel

Office of the General Counsel, Ethics Office

National Labor Relations Board

Office: (202) 273-0071

Mobile: (202) 679-2244

chilerio@nlrb.gov

(b) (5)

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Sent: Wednesday, December 7, 2022 1:41 PM

To: Burow, Kathy <Kathy.Burow@nlrb.gov>

Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>

Subject: FW: Invitation from NYU Center for Labor and Employment Law

OK?

From: Schifini, Allison <schifinia@mercury.law.nyu.edu>

Sent: Wednesday, December 7, 2022 1:28 PM

To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>

Subject: Invitation from NYU Center for Labor and Employment Law

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General Counsel Abruzzo,

I am pleased to send the attached invitation from NYU School of Law's Center for Labor and Employment Law to give the keynote address in our 7th Annual NYU Conference on Labor on May 18, 2023 at NYU School of Law.

We sincerely hope you can join us. The particulars are in the attached. Thank you for your consideration. We look forward to hearing from you.

Sincerely,



Allison Schifini

Allison H. Schifini '95
Executive Director
Center for Labor and Employment Law
NYU School of Law
139 Macdougall Street, Room 420
NY, NY 10012
212.992.6289

(b) (5)



From: [Hilario-Echevarria, Celeste](#)
To: [Abruzzo, Jennifer](#)
Cc: [Hammonds, Ashley](#); [Burow, Kathy](#); [Ketcham, Lori](#)
Subject: RE: National Employment Law Council Conference Program
Date: Monday, January 9, 2023 5:38:00 PM
Attachments: [image001.png](#)

Jennifer,

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Please let us know if you have any questions regarding this guidance. (b) (5)

Thanks,

Celeste

Celeste Hilerio Echevarria

Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board
Office: (202) 273-0071
Mobile: (202) 679-2244
chilerio@nlrb.gov

From: Burow, Kathy
Sent: Wednesday, January 4, 2023 11:10 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: RE: National Employment Law Council Conference Program

Confirming receipt.

Happy New Year to you too!

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, January 3, 2023 4:02 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: National Employment Law Council Conference Program

Speaking engagement request for review. Thanks and Happy New Year.

From: Gay, Darrell S. <darrell.gay@afslaw.com>
Sent: Tuesday, January 3, 2023 2:44 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Subject: National Employment Law Council Conference Program

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Madame General Counsel:

Hope all is well and that you enjoyed the holidays. Happy New Year.

I am writing to you on behalf of the National Employment Law Council. The NELC is the premiere organization of experienced management side labor and management side employment law attorneys and human resources leaders of color. If your calendar permits I hope you can join the NELC at its upcoming conference this Spring. I would like you to be part of a panel similar to the one you were part of at the ABA LEL Conference in November with you, Charlotte Burrows, Chair, EEOC, Seema Nanda, Solicitor, US Department of Labor and Kristen Clarke of the US Department of Justice. In addition, I would like to add Jenny Yang of OFCCP. The scheduled dates of the NELC Conference are from Tuesday, May 2, 2023 to Thursday, May 4, 2023. The date of the program could be either Wednesday, May 3, 2023 or Thursday, May 4, 2023. At this time, since we are in the early stages of putting the program in place, to accommodate this desired panel we are open to a time slot that works for all desired guests between 8:30 a.m. to 6 p.m. on either of the noted dates. Given the size of the panel, I anticipate the program will be between 1 hour to 1 ½ hours in length.

I hope you are able to be part of this panel.

I look forward to hearing from you.

All the best,

Darrell



Darrell S. Gay

PARTNER | ARENTFOX SCHIFF LLP

darrell.gay@afslaw.com | 212.457.5465 DIRECT

[Bio](#) | [My LinkedIn](#) | [Subscribe](#)

1301 Avenue of the Americas, 42nd Floor, New York, NY 10019

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From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Hammonds, Ashley](#); [Ketcham, Lori](#)
Subject: RE: Invite
Date: Friday, January 13, 2023 11:28:00 AM

Good morning Jennifer,

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Please let us know if you have any questions regarding this guidance. (b) (5)
[Redacted]
[Redacted].

Thanks,
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Wednesday, January 11, 2023 3:04 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: Invite

Not sure I will participate, but want your review before I decide. Thanks

From: Meyer, Jayma Marie <jaymeyer@indiana.edu>
Sent: Wednesday, January 11, 2023 2:50 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>
Subject: Invite

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Jennifer: Happy New Year—hope you got some time off during the Holidays.

You have been so generous with your time in the past and I am hopeful that you might be interested and available to participate at a Symposium to be held in DC on April 18th that is focused on Advancing Integrity in College Sports. It is hosted by The Drake Group that actually held a webinar on unionization in college sports in October this past year that I moderated—this is an important issue to the Drake Group. Gabe Feldman, whom I had put you in touch with a year ago and then you appeared on his podcast, was one of the panelists. Michele Roberts participated too!

I have attached the details regarding the Symposium below and am happy to try to answer any questions you might have. Fingers crossed that this is of interest to you!

May you have a safe, healthy and joyful 2023. And, may some of the issues with respect to the unionization of college athletes get resolved!

Warmest, Jayma Meyer

Ms. Abruzzo,

We would be honored if you would consider being a featured panelist at the **2023 The Allen Sack National Symposium – Advancing Integrity in College Sport, on April 18, 2023, at the National Press Club in Washington, D.C.** The event is hosted by The Drake Group Education Fund, a 501(c)(3) non-profit organization under the fiscal sponsorship of the Players Philanthropy Fund. [Here is the 2022 program](#) for the inaugural Sack Symposium to give you an idea of the quality of the event, its moderators, and speakers. We're particularly proud of the fact that we will scholarship 100 current graduate and undergraduate students in sport-related majors to attend -- first dibs for HBCU applicants -- as our investment in creating future change agents.

We would be grateful if you would consider being a panelist at the session highlighted below. The following full description of the program gives you an idea of the scope and purpose of the Symposium.

The theme of this year's symposium is "Realizing the Promise of Graduation" with each of three 90-minute panel sessions moderated by a nationally recognized journalist and addressing the various causes of poor graduation rates among Division I minority college athletes in revenue sports and how to fix it. Panelists will respond to moderator questions and engage in discussions (no need for prepared remarks) focused on understanding why male and female scholarship athletes who are participating in football and basketball at the highest competitive levels of the NCAA, athletes who are majority minority, and whose sports annually generate \$15.8 billion in annual revenues for their athletic programs, are failing to graduate at acceptable rates. Panelists will explore remedies to inform decisionmakers, including athletics and higher education stakeholders, policymakers, and college athletes themselves.

9:15-10:45am PANEL #1 – Who Is the College Athlete Who Is Not Graduating?

MODERATOR: William Rhoden, *ESPN* and former *NYTimes* Sports Columnist (invitation pending)

An examination of the athlete experience and review of the unacceptable graduation statistics and demographics of college students participating in Division I revenue sports: e.g., 52 percent of all NCAA Division I men's basketball players; 38% of all Division-I football players, and 38 percent of all Division I women's basketball players who were full scholarship recipients and required to be full-time students did not graduate within six years. A clear majority of these athletes are students of color. Athlete stakeholders and academic and other support staff experts address the reality of the athlete experience.

11:00am-12:30pm PANEL #2 - Aspects of the College Athlete Environment That Negatively and Positively Contribute to Academic Outcomes.

MODERATOR: Doug Lederman, *Inside Higher Education* Editor and Co-Founder

What constitutes a safe and supportive educational environment? Do coaches make a difference in college athlete academic outcomes? Are there underlying issues related to racial inequities, time demands, and/or abusive coaching practices that should be addressed? How does concussion and adequacy of coaching staff training affect athlete classroom performance?

12:45-1:45pm AWARDS LUNCHEON featuring presentation of TDGEF national awards.

TDGEF board members and national experts will be seated at student tables during lunch for informal discussion/Q&As. The awards program includes recipients of the TDGEF National Public Service Award, the TDGEF Student Journalism Prize for Investigative Reporting in Intercollegiate Athletics, the TDGEF Hero Award, and TDGEF "Making A Difference" Award, among others.

2:00-3:30pm PANEL #3 - Are We Getting What We Paid For? Entertainment or Education?

MODERATOR: Sally Jenkins, *Washington Post*, Sports Columnist and Feature Writer

What are the economic drivers of college sports and how do they affect athlete education? The NCAA's Division I athletics enterprise generates \$15.8 billion in annual revenues of which only \$2.9 billion --18.2 percent -- is returned to athletes in the form of athletics scholarships and only 1 percent is spent on medical treatment and insurance protections compared to 35 percent spent on administrative and coach compensation and 18% on lavish facilities. Will a redistribution of expenditures address unacceptable academic outcomes or the long-term impact of athletic injuries?

3:30-5:00pm NETWORKING OPPORTUNITIES. All attendees are invited to attend a post-symposium networking and cocktail reception, book exhibit, and author autograph signing event.

Online Videocast. The event will be nationally offered as a free online videocast for the general public, professionally produced and recorded, advertised to the public on social media sites and via direct mailing lists to sports management faculty and college athlete and parent organizations. Recorded proceedings will be available in perpetuity on *College Athletics The Drake Group* YouTube.com channel and the [TDGEF web site](#).

Athlete and national expert panelist invitations are currently being extended. Although we do not have the resources for speaker fees, we would make this as painless for you as possible,

providing car service to and from the National Press Club. You would not need to attend the entire Symposium program. If you can participate, I'd ask you to suggest questions or topics that you would like discussed in this session, and I would convey them to Sally Jenkins, the moderator of your session. We don't want this to be a heavy lift with regard to your participation.

Thanks so much for considering this invitation. We would be honored to have you participate.

Gratefully, Donna Lopiano, Immediate Past President of The Drake Group

From: [Bach, Elizabeth H.](#)
To: [Abruzzo, Jennifer](#); [Hammonds, Ashley](#)
Cc: [Ketcham, Lori](#); [Burow, Kathy](#)
Subject: SHRM Statement of Acceptance
Date: Thursday, February 9, 2023 2:45:02 PM
Attachments: [General Counsel Jennifer Abruzzo \(b\) \(5\)](#)
[NLRB Waiver Addendum for Speaking Engagements Jan 2023.pdf](#)

Hello Jennifer and Ashley,

(b) (5)



(b) (5)



(b) (5)



Thank you, and please contact the Ethics Office if we can provide further assistance.

Elizabeth Bach
Ethics Office

Elizabeth Bach

General Counsel Jennifer Abruzzo
NLRB Update (Session Title TBD)
February 27, 2023
3:00pm – 4:30pm

ELCC23 In-Person Statement of Acceptance
DUE UPON RECEIPT to michelle.dolieslager@shrm.org

- I will not receive an honorarium or professional fee.
- Expenses are reimbursed according to the attached guidelines. Requests received after the due date may not be reimbursed.
- I cannot add a co-presenter without written permission from SHRM Event Programming.
- **The PowerPoint Template, and instructions for loading presentations will be sent in late January.** There will be no printed materials distributed in sessions. I retain ownership in my slide presentation, but I give SHRM permission to post my slide presentation on a password protected SHRM Conference Presentations Website, as well as Virtual Platform, for attendees to download and/or print.
- I will not sell my products or services from the podium.

(b) (5) nothing in my written or verbal presentation is defamatory or will infringe the copyright, trademark rights, or other rights of any person or entity. I confirm that I have all required permissions to use any third-party content that I may include in my written or verbal presentation and to further grant to SHRM any permissions I may give in relation to my presentation(s).

- (b) (5) In the event that SHRM, in its sole discretion, believes (b) (5) that my presentation would otherwise not be in the best interest of SHRM, SHRM shall have the right to terminate this agreement and my speaking engagement without penalty on written notice to me and without diminution of any other rights SHRM or its current or former officers, directors, or employees may have.
- Press may be present in my session.

I accept this invitation to be a presenter (b) (5) at the SHRM Employment Law & Compliance Conference in Washington, DC and agree to the terms outlined above.

☐ Yes ☐ No

(b) (5) I give SHRM permission to (a) use my slide presentation; (b) audio and/or video record my session; and (c) sync my slide presentation with any recording; for the purpose of distributing, broadcasting, publishing, selling, licensing to SHRM affiliates, or otherwise using the foregoing (or excerpts of the same) in any SHRM or affiliate products or services, and in the promotion of the same, in any media (collectively, the "SHRM content"). I agree that I will retain ownership of my slide presentation(s) (b) (5) (except for the SHRM PowerPoint template), however SHRM shall be the exclusive owner of any SHRM content (b) (5). I understand that SHRM will give me appropriate attribution when my presentation(s) or recording of my session is used in SHRM content.

I understand that if SHRM audio and/or video records my onsite session, SHRM will provide me with one downloadable copy of the recording upon my request. SHRM will grant permission to me to edit the recording and to post the recording on my own professional website (but not another individual's or organization's website) for my own promotional and professional purposes.

☐ Yes ☐ No

Signature _____ Date _____



National Labor Relations Board Waiver Addendum for Organizations, Conferences, Meetings and Seminars Utilizing NLRB Speakers

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- ***Are neither waiving nor acknowledging any asserted copyright protection in their presentation or accompanying materials;***
- ***Are not agreeing to the use of their photo or official title in such a way that it appears as an endorsement of the organization or the event, or appears to promote the sale of products such as materials for CLE credits; and***
- ***Are not acknowledging the sponsor's right to sell U.S. Government work products outside of limited and finite use in connection with the specific program for which they were prepared.***

These limitations derive from the nature of federal government employment and regulations that apply to all Executive Branch employees. First, presentations and related materials prepared by an NLRB employee as part of their official duties for use at an event where they will be speaking as a representative of the Agency **are in the public domain**. They are not owned by the NLRB employee and are not under copyright protection. Secondly, the Standards of Conduct (5 C.F.R. § 2635.702(c)) prohibit employees of the Executive Branch from using or permitting the use of their government position, title, or authority to endorse any product, service, or enterprise. For example, an NLRB employee's official picture and/or title should not be singled out to promote the sponsor, its events, or the sale of products relating to a speech or presentation. Highlighting the official title of an NLRB employee in this way would be construed as using a government position to endorse a product, service, or enterprise, which is prohibited. Finally, the Standards of Conduct (5 C.F.R. § 2635.702(d)) require an Executive Branch employee to avoid the appearance of using their public office for private gain. For example, any claim of an organization's perpetual right to sell federal employees' work products would raise concerns about the employee's use of their public office for the financial gain of an organization with which the employee is affiliated in a nongovernmental capacity,

If you have questions, please contact the NLRB's Ethics Office via email at ethics@nlrb.gov.

Name of Event

Date Held

NLRB Employee

Date

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Ketcham, Lori](#); [Hammonds, Ashley](#)
Subject: RE: Speaking Engagement - Recognition
Date: Tuesday, February 14, 2023 9:21:00 AM

Good Morning Jennifer

(b) (5) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Thanks,
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, February 14, 2023 9:01 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: Speaking Engagement - Recognition

The Frances Perkins Center wants me to attend a speaking engagement, which is also a fundraiser, wherein I would receive an award. (b) (5) [REDACTED]

[REDACTED] Would you please let me know how I should proceed? Thanks

From: [Bach, Elizabeth H.](#)
To: [Abruzzo, Jennifer](#); [Hammonds, Ashley](#)
Cc: [Ketcham, Lori](#); [Burow, Kathy](#)
Subject: Re: SHRM Statement of Acceptance Edits and Negotiations Update
Date: Friday, February 17, 2023 7:15:36 AM

Great. Thanks so much.

Elizabeth Bach

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Friday, February 17, 2023 7:10:24 AM
To: Bach, Elizabeth H. <Elizabeth.Bach@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>
Subject: Re: SHRM Statement of Acceptance Edits and Negotiations Update

Yes it is. Thanks!

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From: Bach, Elizabeth H. <Elizabeth.Bach@nlrb.gov>
Sent: Friday, February 17, 2023 5:39:14 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>
Subject: SHRM Statement of Acceptance Edits and Negotiations Update

Good morning Jennifer and Ashley,

(b) (5)

[REDACTED]

(b) (5)

[REDACTED]

(b) (5)

The text "(b) (5)" is followed by three horizontal black bars of varying lengths, indicating redacted content. The first bar is the longest, followed by a slightly shorter one, and then a much shorter one on the third line.

Thank you.

Elizabeth Bach
Ethics Office

From: [Bach, Elizabeth H.](#)
To: [Abruzzo, Jennifer](#); [Hammonds, Ashley](#)
Cc: [Ketcham, Lori](#); [Burow, Kathy](#)
Subject: RE: SHRM (b) (5)
Date: Friday, February 17, 2023 7:53:51 AM
Attachments: [General Counsel Jennifer Abruzzo \(b\) \(5\)](#)
[NLRB Waiver Addendum for Speaking Engagements Jan 2023.pdf](#)

(b) (5)

Thank you!

Elizabeth Bach
Ethics Office

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlb.gov>
Sent: Friday, February 17, 2023 7:10 AM
To: Bach, Elizabeth H. <Elizabeth.Bach@nrlb.gov>; Hammonds, Ashley <Ashley.Hammonds@nrlb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nrlb.gov>; Burow, Kathy <Kathy.Burow@nrlb.gov>
Subject: Re: SHRM (b) (5)

Yes it is. Thanks!

Get [Outlook for iOS](#)

From: Bach, Elizabeth H. <Elizabeth.Bach@nrlb.gov>
Sent: Friday, February 17, 2023 5:39:14 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlb.gov>; Hammonds, Ashley <Ashley.Hammonds@nrlb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nrlb.gov>; Burow, Kathy <Kathy.Burow@nrlb.gov>
Subject: SHRM (b) (5)

Good morning Jennifer and Ashley,

(b) (5)

(b) (5)

(b) (5)

A large rectangular area of the document is completely redacted with a solid black box.

(b) (5)

Three horizontal bars of varying lengths are redacted with solid black boxes.

Thank you.

Elizabeth Bach
Ethics Office

General Counsel Jennifer Abruzzo
NLRB Update (Session Title TBD)
February 27, 2023
3:00pm – 4:30pm

ELCC23 In-Person Statement of Acceptance
DUE UPON RECEIPT to michelle.dolieslager@shrm.org

- I will not receive an honorarium or professional fee.
- Expenses are reimbursed according to the attached guidelines. Requests received after the due date may not be reimbursed.
- I cannot add a co-presenter without written permission from SHRM Event Programming.
- **The PowerPoint Template, and instructions for loading presentations will be sent in late January.** There will be no printed materials distributed in sessions. I retain ownership in my slide presentation, but I give SHRM permission to post my slide presentation on a password protected SHRM Conference Presentations Website, as well as Virtual Platform, for attendees to download and/or print.
- I will not sell my products or services from the podium.
- (b) (5) nothing in my written or verbal presentation is defamatory or will infringe the copyright, trademark rights, or other rights of any person or entity. I confirm that I have all required permissions to use any third-party content that I may include in my written or verbal presentation and to further grant to SHRM any permissions I may give in relation to my presentation(s).
- I agree that I will not disparage SHRM or its current or former officers, directors, vendors, employees, or SHRM's products or services (b) (5) (b) (5). In the event that SHRM, in its sole discretion, believes that I have engaged in such practices or that my presentation would otherwise not be in the best interest of SHRM, SHRM shall have the right to terminate this agreement and my speaking engagement without penalty on written notice to me and without diminution of any other rights SHRM or its current or former officers, directors, or employees may have.
- Press may be present in my session.

I accept this invitation to be a presenter (b) (5) at the SHRM Employment Law & Compliance Conference in Washington, DC and agree to the terms outlined above.

☐ Yes ☐ No

(b) (5) I give SHRM permission to (a) use my slide presentation; (b) audio and/or video record my session; and (c) sync my slide presentation with any recording; for the purpose of distributing, broadcasting, publishing, selling, licensing to SHRM affiliates, or otherwise using the foregoing (or excerpts of the same) in any SHRM or affiliate products or services, and in the promotion of the same, in any media (collectively, the "SHRM content"). I agree that I will retain ownership of my slide presentation(s) (b) (5) (b) (5) (except for the SHRM PowerPoint template), however SHRM shall be the exclusive owner of any SHRM content (b) (5). I understand that SHRM will give me appropriate attribution when my presentation(s) or recording of my session is used in SHRM content.

I understand that if SHRM audio and/or video records my onsite session, SHRM will provide me with one downloadable copy of the recording upon my request. SHRM will grant permission to me to edit the recording and to post the recording on my own professional website (but not another individual's or organization's website) for my own promotional and professional purposes.

☐ Yes ☐ No

Signature _____ Date _____



National Labor Relations Board Waiver Addendum for Organizations, Conferences, Meetings and Seminars Utilizing NLRB Speakers

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- ***Are neither waiving nor acknowledging any asserted copyright protection in their presentation or accompanying materials;***
- ***Are not agreeing to the use of their photo or official title in such a way that it appears as an endorsement of the organization or the event, or appears to promote the sale of products such as materials for CLE credits; and***
- ***Are not acknowledging the sponsor's right to sell U.S. Government work products outside of limited and finite use in connection with the specific program for which they were prepared.***

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If you have questions, please contact the NLRB's Ethics Office via email at ethics@nlrb.gov.

Name of Event

Date Held

NLRB Employee

Date

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Hammonds, Ashley](#)
Subject: RE: Speaker invitation - Labor Spring Plenary Georgetown Law School
Date: Wednesday, February 22, 2023 4:40:00 PM

Good afternoon – confirming receipt.

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Wednesday, February 22, 2023 4:35 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: Speaker invitation - Labor Spring Plenary Georgetown Law School

Another request.

From: MARK PEARCE <MARK.PEARCE@georgetown.edu>
Sent: Wednesday, February 22, 2023 3:23 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Joseph A. McCartin <jam6@georgetown.edu>; Lane Windham <lw36@georgetown.edu>
Subject: Speaker invitation - Labor Spring Plenary Georgetown Law School

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Jennifer,

I hope you are doing well and please forgive the late notice of this ask.

Would you be available to be an **in-person plenary speaker** at an event the Workers' Rights Institute is co-hosting with the Georgetown Kalmanovitz Initiative on **Monday March 20 at a time to be set between 3pm and 5pm**. This web-streamed plenary panel will feature local, national and global organizers, thought leaders, and discussants. This plenary will be part of Georgetown's contribution to **Labor Spring**, a month long nationwide series of local teach-ins and events designed to lift up ongoing current campaigns, delve into pivotal historical moments for workers, highlight racial and gender equity in the worker justice movement, and examine the crucial importance of this moment in labor's history. Please say yes if you can. If you are otherwise committed, I understand.

Warm regards,
Mark



WORKERS' RIGHTS INSTITUTE

MARK GASTON PEARCE

VISITING PROFESSOR | EXECUTIVE DIRECTOR mark.pearce@georgetown.edu
| 202-661-6637

600 New Jersey Avenue | Rm 569 McDonough Hall | Washington, DC NW 20001

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Subject: RE: Frances Perkins Center Speaking Engagement Aug 13
Date: Thursday, February 23, 2023 2:16:00 PM

You're very welcome!

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Thursday, February 23, 2023 2:12 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Rutter, Jessica <Jessica.Rutter@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: RE: Frances Perkins Center Speaking Engagement Aug 13

Thank you for the follow up, Kathy.

From: Burow, Kathy <[Kathy.Burow@nlrb.gov](#)>
Sent: Thursday, February 23, 2023 1:00 PM
To: Abruzzo, Jennifer <[Jennifer.Abruzzo@nlrb.gov](#)>
Cc: Ketcham, Lori <[Lori.Ketcham@nlrb.gov](#)>; Rutter, Jessica <[Jessica.Rutter@nlrb.gov](#)>; Hammonds, Ashley <[Ashley.Hammonds@nlrb.gov](#)>
Subject: Frances Perkins Center Speaking Engagement Aug 13

Good Afternoon Jennifer,

(b) (5) [REDACTED]

(b) (5) [REDACTED]

(b) (5) [REDACTED]

(b) (5)

[Redacted]

(b) (5)

[Redacted]

(b) (5)

[Redacted]

(b) (5)

[Redacted]

Thanks,
Kathy

Kathy H. Burow
Supervisory Ethics Specialist
Deputy Designated Agency Ethics Official
National Labor Relations Board
1015 Half Street SE, Room 4148, Washington DC 20570
Office - 202-273-0903 * Mobile – 202-430-4815 * Fax – 202-208-0048
Follow us on Twitter: [@NLRB](#)/[@NLRBGC](#)
En español: [@NLRBes](#)/[@NLRBGCes](#)

From: [Abruzzo, Jennifer](#)
To: [Bach, Elizabeth H.](#)
Cc: [Ketcham, Lori](#); [Burow, Kathy](#)
Subject: RE: NLMC Event, Response to Barbara McCabe
Date: Thursday, February 23, 2023 3:59:40 PM

Thanks very much, Elizabeth.

From: Bach, Elizabeth H. <Elizabeth.Bach@nlrb.gov>
Sent: Thursday, February 23, 2023 3:57 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>
Subject: NLMC Event, Response to Barbara McCabe

Good afternoon Jennifer,

(b) (5)

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(b) (5)

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*Thanks so much,
Jennifer*

Please feel free to contact me with questions and concerns.

Elizabeth Bach
Ethics Office

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#)
Cc: [Hammonds, Ashley](#); [Ketcham, Lori](#)
Subject: RE: Invitation to present at ULA annual conference
Date: Monday, March 6, 2023 2:26:00 PM

Jennifer,

(b) (5) [REDACTED]

(b) (5)

[REDACTED]

(b) (5)

[REDACTED]

Please let us know if you have any questions regarding this guidance. (b) (5)

Thanks,

Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Tuesday, February 28, 2023 4:24 PM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: FW: Invitation to present at ULA annual conference

Another request

From: Matthew Ginsburg <mginsburg@aflcio.org>
Sent: Tuesday, February 28, 2023 4:07 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Subject: Invitation to present at ULA annual conference

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Dear General Counsel Abruzzo:

I am writing to invite you (and your Regional Director colleagues, see below) to present at the upcoming ULA annual conference in Pittsburgh. We would like you to present at a workshop on the topic of Working with NLRB Regional Offices that would include yourself and two Regional Directors and would be moderated by an experienced practitioner from the ULA. In terms of Regional Directors, we are thinking of inviting RD Angie Cowan Hamada and RD Nancy Wilson, but would welcome your feedback on who it would make the most sense to invite.

The ULA conference opens the evening of Sunday, April 30 and runs through the early afternoon of Tuesday, May 2 and will take place at the Omni William Penn Hotel. We anticipate that your workshop would take place on the morning of Tuesday, May 2 from 9:15 - 10:45 am and then repeat from 11:00 am until 12:15 pm. However, we could possibly move the workshop to Monday, May 1 if that would work better for your schedule. Although we would not ask you to write a paper for this workshop, we would ask you and your colleagues to share any relevant NLRB publications that our moderator could compile into a paper for CLE purposes.

Thank you very much for considering this invitation. I'm happy to give you a call to discuss or to answer any questions.

Best regards,
Matt

--

Matt Ginsburg
General Counsel
AFL-CIO
815 Black Lives Matters Plaza NW
Washington, DC 20006
Office: (202) 637-5397
Cell: (202) 368-6390
mginsburg@aflcio.org
Pronouns: he, him, his

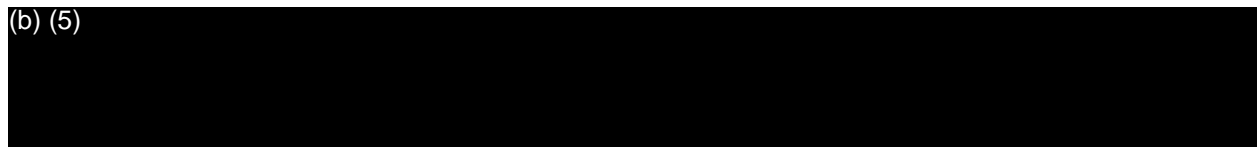
From: [Abruzzo, Jennifer](#)
To: [Hilerio-Echevarria, Celeste](#)
Cc: [Hammonds, Ashley](#); [Ketcham, Lori](#); [Burow, Kathy](#)
Subject: RE: IUOE 40th General Convention - April 30th - May 3rd
Date: Monday, March 6, 2023 2:47:24 PM

Thank you

From: Hilerio-Echevarria, Celeste <Celeste.Hilerio-Echevarria@nlrb.gov>
Sent: Monday, March 6, 2023 1:28 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>
Subject: RE: IUOE 40th General Convention - April 30th - May 3rd

Hi Jennifer

(b) (5)

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A large rectangular area of the document is completely blacked out, indicating redacted content.

Please let us know if you have any questions regarding this guidance. (b) (5)

A small rectangular area at the end of the paragraph is blacked out, indicating redacted content.

(b) (5)

Thanks,

Celeste

Celeste Hilerio Echevarria

Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board
Office: (202) 273-0071
Mobile: (202) 679-2244
chilerio@nrlrb.gov

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlrb.gov>
Sent: Monday, February 27, 2023 5:20 PM
To: Burow, Kathy <Kathy.Burow@nrlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nrlrb.gov>
Subject: Fwd: IUOE 40th General Convention - April 30th - May 3rd

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From: McGuire, Matt <MMcGuire@iuoe.org>
Sent: Monday, February 27, 2023 3:41 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nrlrb.gov>; Soth, Jeffrey <jsoth@iuoe.org>
Subject: IUOE 40th General Convention - April 30th - May 3rd

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Good afternoon Jennifer,

I hope this email finds you doing well. On behalf of IUOE General President James T. Callahan, attached please find an invitation to attend and speak at our upcoming 40th General Convention which is scheduled to convene on Sunday,

April 30th at the Diplomat Beach Resort in Hollywood, Florida. If your schedule permits, we here at the IUOE would be honored if you would address our delegates about all of the important work that your office has been doing, and continues to do, on behalf of working men and women throughout the country. As noted in President Callahan's letter, we have a good deal of flexibility to accommodate your busy schedule so that you could speak at one of our General Sessions scheduled for May 1st – May 3rd. We are also pleased to inform you that former IUOE General Counsel and NLRB General Counsel Dick Griffin has graciously agreed to serve as the parliamentarian for our Convention.

If you have any questions, please do not hesitate to contact me or IUOE Director of Legislative & Political Affairs Jeff Soth, as he is the primary point of contact for our Convention speakers. Jeff is copied on this email and his office number is 202-778-2650. Additionally, you can of course feel free to contact me at any time on my cell phone at 202-436-6918.

Thank you in advance for your kind consideration of this request.

Best regards,

Matt

Matthew G. McGuire
General Counsel
International Union of Operating Engineers
1125 17th Street NW
Washington, DC 20036
202-778-2673

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From: [Hilerio-Echevarria, Celeste](#)
To: [Abruzzo, Jennifer](#)
Subject: RE: Invite to Speak at Amalgamated Bank's Centennial Celebration - April 21st - Lynne Fox Follow Up
Date: Monday, March 6, 2023 3:15:00 PM

Thanks Jennifer. It was nice to get to meet you in person!

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Monday, March 6, 2023 3:34 PM
To: Hilerio-Echevarria, Celeste <Celeste.Hilerio-Echevarria@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>; Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: Invite to Speak at Amalgamated Bank's Centennial Celebration - April 21st - Lynne Fox Follow Up

Thank you, Celeste, and good to see you last week.
Ashley, would you please follow up with the bank about its policy on costs. Thanks

From: Hilerio-Echevarria, Celeste <Celeste.Hilerio-Echevarria@nlrb.gov>
Sent: Monday, March 6, 2023 1:37 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>; Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: RE: Invite to Speak at Amalgamated Bank's Centennial Celebration - April 21st - Lynne Fox Follow Up

Hi Jennifer

(b) (5)
[Redacted]

(b) (5)
[Redacted]

(b) (5)

(b) (5)

Please let us know if you have any questions regarding this guidance. (b) (5)

Thanks,

Celeste

Celeste Hilerio Echevarria

Special Ethics Counsel
Office of the General Counsel, Ethics Office
National Labor Relations Board
Office: (202) 273-0071
Mobile: (202) 679-2244
chilerio@nlrb.gov

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Sent: Friday, March 3, 2023 8:14 PM

To: Burow, Kathy <Kathy.Burow@nlrb.gov>

Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>

Subject: Fwd: Invite to Speak at Amalgamated Bank's Centennial Celebration - April 21st - Lynne Fox Follow Up

Another invite

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From: Stratton, Sabrina <SabrinaStratton@AmalgamatedBank.com>

Sent: Friday, March 3, 2023 7:55 PM

To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>

Subject: Invite to Speak at Amalgamated Bank's Centennial Celebration - April 21st - Lynne Fox Follow Up

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Hello Ms. Abruzzo - On behalf of Lynne Fox, Amalgamated Bank's board chair, I am attaching a formal invitation to speak at Amalgamated Bank's Centennial Labor breakfast celebration. The breakfast will bring together labor leaders of the organized labor communities throughout New York, the Northeast, and nationally. New York State's Attorney General, Letitia James will be speaking too. We hope you are able join our celebration of the Bank's history, as we reflect on the past and focus on the exciting future for the labor movement and Amalgamated Bank.

If you have any questions, please let me know. I am looking forward to hearing from you.

Thank you

Sabrina Stratton, CTP

Senior Vice President
Northeast Regional Director

Amalgamated Bank

275 Seventh Avenue, 14th Floor
New York, NY 10001
Direct 212-895-4456
amalgamatedbank.com

sabrinastratton@amalgamatedbank.com

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From: [Ketcham, Lori](#)
To: [Abruzzo, Jennifer](#)
Cc: [Hammonds, Ashley](#); [Burow, Kathy](#)
Subject: RE: Invitation to May 4 Reception
Date: Monday, April 10, 2023 5:34:00 PM
Attachments: [image001.png](#)

Sounds good, thanks!

Have a good evening.

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Monday, April 10, 2023 5:17 PM
To: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>
Subject: RE: Invitation to May 4 Reception

(b) (5)

[REDACTED]

From: Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Sent: Monday, April 10, 2023 5:15 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>
Subject: RE: Invitation to May 4 Reception

Hi Jennifer – (b) (5)

[REDACTED]

(b) (5)

[REDACTED]

(b) (5)

[REDACTED]

Please let us know if you would like us to look into this further. (b) (5)

[REDACTED]

Lori

Lori W. Ketcham

Associate General Counsel, Ethics

Designated Agency Ethics Official

National Labor Relations Board

1015 Half Street, S.E.

Washington, D.C. 20570

(202)273-2939

lori.ketcham@nrlrb.gov

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En español: [@NLRBes](https://twitter.com/NLRBes)/[@NLRBGCes](https://twitter.com/NLRBGCes)

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlrb.gov>

Sent: Monday, April 10, 2023 4:49 PM

To: Burow, Kathy <Kathy.Burow@nrlrb.gov>

Cc: Hammonds, Ashley <Ashley.Hammonds@nrlrb.gov>; Ketcham, Lori <Lori.Ketcham@nrlrb.gov>

Subject: RE: Invitation to May 4 Reception

I have a conflict and am not attending. (b) (5)

From: Burow, Kathy <Kathy.Burow@nrlrb.gov>

Sent: Monday, April 10, 2023 3:55 PM

To: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlrb.gov>

Cc: Hammonds, Ashley <Ashley.Hammonds@nrlrb.gov>; Ketcham, Lori <Lori.Ketcham@nrlrb.gov>

Subject: RE: Invitation to May 4 Reception

Confirming receipt.

(b) (5)

Thanks,
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlrb.gov>

Sent: Monday, April 10, 2023 1:48 PM

To: Burow, Kathy <Kathy.Burow@nrlrb.gov>

Cc: Hammonds, Ashley <Ashley.Hammonds@nrlrb.gov>

Subject: FW: Invitation to May 4 Reception

(b) (5)

From: Denise Gold <denise.gold@agc.org>
Sent: Monday, April 10, 2023 11:00 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Subject: Invitation to May 4 Reception

CAUTION: The sender of this message is external to the NLRB network. Please use care when clicking on links and responding with sensitive information. Forward suspicious emails to nlrbirc@nlrb.gov.

Dear Ms. Abruzzo,

On behalf of the AGC Labor and Employment Law Council, I invite you to a reception that the Council will host in conjunction with its 38th Annual Construction Labor Law Symposium on Thursday, May 4, 2023, from 5:30 p.m. to 7:00 p.m., at the Park Hyatt Washington D.C., located at 1201 24th St NW, Washington, DC 20037. Please feel free to bring along a member of your staff or, if you cannot attend, to designate a substitute from your staff.

The AGC Labor and Employment Law Council is a network of distinguished labor and employment lawyers from across the country who represent chapters and member companies of the Associated General Contractors of America (AGC), the nation's leading trade association in the commercial construction industry. While managed by AGC, the Council is a 501(c)(6) corporation separate from AGC and is not a registered lobbying organization.

This annual reception offers representatives of federal labor agencies an excellent opportunity to exchange views with symposium attendees – which includes Council members as well as AGC chapter labor relations managers – in a cooperative, relaxed forum to the benefit of all. Attendance by government representatives like yourself has been an honored tradition that we hold you'll help to continue.

Kindly RSVP by April 20 to (b) (6) by e-mail at (b) (5) [@agc.org](mailto:denise.gold@agc.org) or by telephone at (b) (5). If you will be bringing or substituting someone else, please be sure to provide name and title for each such individual.

We hope you can join us!

Sincerely,



Denise Gold

Corporate & Labor Senior Counsel
Associated General Contractors of America
2300 Wilson Boulevard, Suite 300
Arlington, VA 22201
Direct: 703-837-5326
denise.gold@agc.org
agc.org



From: [Abruzzo, Jennifer](#)
To: [Bach, Elizabeth H.](#); [Hammonds, Ashley](#)
Cc: [Ketcham, Lori](#); [Burow, Kathy](#)
Subject: RE: Invitation: Reporting the United States Workplace Workshop, Sidney Hillman Foundation
Date: Monday, April 17, 2023 2:53:04 PM

Thanks very much.

From: Bach, Elizabeth H. <Elizabeth.Bach@nrlb.gov>
Sent: Monday, April 17, 2023 11:59 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlb.gov>; Hammonds, Ashley <Ashley.Hammonds@nrlb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nrlb.gov>; Burow, Kathy <Kathy.Burow@nrlb.gov>
Subject: Invitation: Reporting the United States Workplace Workshop, Sidney Hillman Foundation

Jennifer,

(b) (5)

A large rectangular area of the email body is completely redacted with a solid black box.

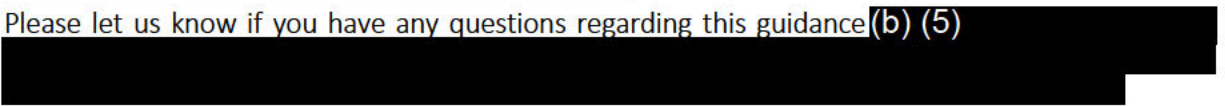
(b) (5)

A large rectangular area of the email body is completely redacted with a solid black box.

(b) (5)

A large rectangular area of the email body is completely redacted with a solid black box.

Please let us know if you have any questions regarding this guidance (b) (5)

A rectangular area of the email body is completely redacted with a solid black box.

Thanks,
Elizabeth Bach
Ethics Office

From: [Bach, Elizabeth H.](#)
To: [Hammonds, Ashley](#); [Abruzzo, Jennifer](#)
Cc: [Ketcham, Lori](#); [Burow, Kathy](#); [Rutter, Jessica](#)
Subject: RE: Invitation: Reporting the United States Workplace Workshop, Sidney Hillman Foundation
Date: Monday, April 17, 2023 2:58:21 PM

Thanks Ashley!

From: Hammonds, Ashley <Ashley.Hammonds@nrlb.gov>
Sent: Monday, April 17, 2023 2:58 PM
To: Bach, Elizabeth H. <Elizabeth.Bach@nrlb.gov>; Abruzzo, Jennifer <Jennifer.Abruzzo@nrlb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nrlb.gov>; Burow, Kathy <Kathy.Burow@nrlb.gov>; Rutter, Jessica <Jessica.Rutter@nrlb.gov>
Subject: RE: Invitation: Reporting the United States Workplace Workshop, Sidney Hillman Foundation

Thank you. For your records, the date of the workshop is June 15th from 10:45- 11:15 am.

Ashley Hammonds
National Labor Relations Board

From: Bach, Elizabeth H. <[Elizabeth.Bach@nrlb.gov](#)>
Sent: Monday, April 17, 2023 11:59 AM
To: Abruzzo, Jennifer <[Jennifer.Abruzzo@nrlb.gov](#)>; Hammonds, Ashley <[Ashley.Hammonds@nrlb.gov](#)>
Cc: Ketcham, Lori <[Lori.Ketcham@nrlb.gov](#)>; Burow, Kathy <[Kathy.Burow@nrlb.gov](#)>
Subject: Invitation: Reporting the United States Workplace Workshop, Sidney Hillman Foundation

Jennifer,

(b) (5)
[Redacted]

(b) (5)
[Redacted]

(b) (5)
[Redacted]

(b) (5)

Please let us know if you have any questions regarding this guidance. (b) (5)

Thanks,

Elizabeth Bach

Ethics Office

From: [Abruzzo, Jennifer](#)
To: [Hilerio-Echevarria, Celeste](#); [Hammonds, Ashley](#)
Cc: [Rutter, Jessica](#); [Burow, Kathy](#); [Ketcham, Lori](#)
Subject: Re: Jennifer Abruzzo: Annual Montana State AFL-CIO Constitutional Convention
Date: Friday, April 21, 2023 2:24:09 PM

Thanks.

Get [Outlook for iOS](#)

From: Hilerio-Echevarria, Celeste <Celeste.Hilerio-Echevarria@nlrb.gov>
Sent: Friday, April 21, 2023 2:22:28 PM
To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Cc: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>; Rutter, Jessica <Jessica.Rutter@nlrb.gov>;
Burow, Kathy <Kathy.Burow@nlrb.gov>; Ketcham, Lori <Lori.Ketcham@nlrb.gov>
Subject: Jennifer Abruzzo: Annual Montana State AFL-CIO Constitutional Convention

Hi Ashely,

This email responds to the inquiry regarding Jennifer's participation at the Annual Montana State AFL-CIO Constitutional Convention. (b) (5)

[REDACTED]

(b) (5)

[REDACTED]

(b) (5)

[REDACTED]

(b) (5)

[REDACTED]

(b) (5)

Please let us know if you or Jennifer have any questions regarding this guidance. (b) (5)

Thanks,

Celeste

Celeste Hilerio Echevarria

Special Ethics Counsel

Office of the General Counsel, Ethics Office

National Labor Relations Board

Office: (202) 273-0071

Mobile: (202) 679-2244

chilerio@nrlrb.gov

From: Hammonds, Ashley <Ashley.Hammonds@nrlrb.gov>

Sent: Tuesday, April 18, 2023 11:34 AM

To: SM-Ethics <ethics@nrlrb.gov>

Cc: Burow, Kathy <Kathy.Burow@nrlrb.gov>

Subject: FW: MT AFL-CIO Convention

Good Morning,

Can someone please review the 2 invitations for Jennifer and Peter? The attached invite is to Jennifer for a June 2023 convention with MT AFL-CIO and the body of the email has an invitation to Peter to speak to the Grace Carroll Rocky Mountain Labor School in July 2023.

Ashley Hammonds

National Labor Relations Board

From: Ohr, Peter S. <Peter.Ohr@nrlrb.gov>

Sent: Monday, April 17, 2023 6:36 PM

To: Abruzzo, Jennifer <Jennifer.Abruzzo@nrlrb.gov>

Cc: Hammonds, Ashley <Ashley.Hammonds@nrlrb.gov>

Subject: FW: MT AFL-CIO Convention

Speaking of presentations, here are two. One in June and one in July.

Peter Sung Ohr, Deputy General Counsel (he/him)

National Labor Relations Board

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En español: [@NLRBGces](#)/[@NLRBes](#)

(202) 273-2929

Unless you want to, no pressure to respond outside of your own working hours.

From: James Holbrook <jholbrook@mtaflcio.org>

Sent: Monday, April 17, 2023 5:19 PM

To: Ohr, Peter S. <Peter.Ohr@nrlb.gov>

Subject: MT AFL-CIO Convention

CAUTION: The sender of this message is external to the NLRB network. Please use care when clicking on links and responding with sensitive information. Forward suspicious emails to nrlbirc@nrlb.gov.

Hi Peter,

I hope this email finds you well. Attached is our invitation for General Council Abruzzo to attend our 67th MT AFL-CIO Constitutional Convention. It would be an honor for us to hear from her, or anyone from the NLRB, directly. We would be extremely excited to hear about the positive changes the NLRB has undergone since the General Council's appointment.

The MT AFL-CIO represents almost 50,000 members from 38 different affiliated unions. This legislative session, we beat back every piece of anti-union legislation that came our way including the so-called right-to-work. All of this was accomplished under a Republican supermajority. We are extremely proud of our work and look forward to sharing our success stories with you in person.

Also for your consideration is the Grace Carroll Rocky Mountain Labor School. This school will take place in Butte, MT July 9th-15th, 2023. If you are available, the students of the Rocky Mountain states would love to hear from you. These labor students will come from 8 different states to learn about labor law and history as well as bargaining and other needed education. It would be very special to have you address the students about Section 7 rights or the work you've done on behalf of the workers at Amazon and Starbucks.

Please let me know if you have any questions or concerns. I look forward to hearing from you soon.

In Solidarity,

James A. Holbrook
Executive Secretary
MT State AFL-CIO

406-839-3050

From: [Abruzzo, Jennifer](#)
To: [Burow, Kathy](#); [Hammonds, Ashley](#)
Subject: CUNY Speaking Engagement
Date: Saturday, May 6, 2023 12:31:23 PM

Kathy/Ashley,

(b) (5) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Thanks and enjoy the weekend.
Jennifer

From: [Burow, Kathy](#)
To: [Abruzzo, Jennifer](#); [Hammonds, Ashley](#)
Cc: [Ketcham, Lori](#)
Subject: RE: Transportation to CUNY SLU Conference, May 5
Date: Monday, May 8, 2023 2:59:51 PM

Good Afternoon Jennifer,

(b) (5) [REDACTED]

(b) (5) [REDACTED]

(b) (5) [REDACTED]

(b) (5) [REDACTED]
Kathy

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Sunday, May 7, 2023 9:09 AM
To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>
Subject: Re: Transportation to CUNY SLU Conference, May 5

(b) (5) [REDACTED]

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From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Sunday, May 7, 2023 9:03 AM
To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>
Subject: Re: Transportation to CUNY SLU Conference, May 5

(b) (5) [REDACTED]

Get [Outlook for iOS](#)

From: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Sent: Saturday, May 6, 2023 8:14:43 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>; Burow, Kathy <Kathy.Burow@nlrb.gov>
Subject: Fwd: Transportation to CUNY SLU Conference, May 5

(b) (5)



Ashley Hammonds
Office of the General Counsel

From: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Sent: Friday, March 10, 2023 9:25 AM
To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>
Subject: RE: Transportation to CUNY SLU Conference, May 5

Sounds good.

From: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Sent: Friday, March 10, 2023 6:58 AM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>
Cc: Rutter, Jessica <Jessica.Rutter@nlrb.gov>
Subject: FW: Transportation to CUNY SLU Conference, May 5

Hi Jennifer,

(b) (5)



Ashley Hammonds
Office of the General Counsel
National Labor Relations Board

From: Burow, Kathy <Kathy.Burow@nlrb.gov>
Sent: Thursday, March 9, 2023 5:23 PM
To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Cc: Ketcham, Lori <Lori.Ketcham@nlrb.gov>; Rutter, Jessica <Jessica.Rutter@nlrb.gov>
Subject: RE: Transportation to CUNY SLU Conference, May 5

Good Afternoon Ashley

(b) (5)

A series of five horizontal black bars of varying lengths, redacting text in the first email body.

(b) (5)

Two horizontal black bars of varying lengths, redacting text in the second email body.

(b) (5)

A large rectangular black box redacting the entire third email body.

Please let us know if you have any additional questions.

Kathy

From: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Sent: Wednesday, March 8, 2023 8:38 AM
To: Burow, Kathy <Kathy.Burow@nlrb.gov>
Subject: RE: Transportation to CUNY SLU Conference, May 5

Jennifer's requests alone are a lot to keep up with, but you have multiple requests from other offices as well, so I understand.

Ashley Hammonds
Office of the General Counsel
National Labor Relations Board

From: Burow, Kathy <Kathy.Burow@nlrb.gov>
Sent: Wednesday, March 8, 2023 8:35 AM
To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: RE: Transportation to CUNY SLU Conference, May 5

Thank you! I hate that I can't keep up with everything these days.

From: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Sent: Wednesday, March 8, 2023 8:34 AM

To: Burow, Kathy <Kathy.Burow@nlrb.gov>

Subject: RE: Transportation to CUNY SLU Conference, May 5

Sure, no problem. I will send these requests to the main mailbox and copy you.

Ashley Hammonds
Office of the General Counsel
National Labor Relations Board

From: Burow, Kathy <Kathy.Burow@nlrb.gov>

Sent: Wednesday, March 8, 2023 8:30 AM

To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>

Subject: RE: Transportation to CUNY SLU Conference, May 5

(b) (5)

A large rectangular area of the email body is completely redacted with black ink, covering approximately four lines of text.

(b) (5)

A single line of text in the email body is redacted with black ink.

From: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>

Sent: Wednesday, March 8, 2023 8:05 AM

To: Burow, Kathy <Kathy.Burow@nlrb.gov>

Subject: RE: Transportation to CUNY SLU Conference, May 5

Hi Kathy,

I'm checking up on this request.

Ashley Hammonds
Office of the General Counsel
National Labor Relations Board

From: Hammonds, Ashley

Sent: Thursday, February 23, 2023 7:14 AM

To: Burow, Kathy <Kathy.Burow@nlrb.gov>

Subject: FW: Transportation to CUNY SLU Conference, May 5

Good morning Kathy,

Is this request from CUNY to record and post Jennifer's speech on their site ok?

Ashley Hammonds
Office of the General Counsel
National Labor Relations Board

From: (b) (6)
Sent: Tuesday, February 21, 2023 7:04 AM
To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Subject: Re: Transportation to CUNY SLU Conference, May 5

CAUTION: The sender of this message is external to the NLRB network. Please use care when clicking on links and responding with sensitive information. Forward suspicious emails to nlrbirc@nlrb.gov.

Dear Ms. Hammonds,
One more query from our end. We are hoping to record Ms. Abruzzo's talk and post it on the SLU website along with the rest of the conference. We wanted to check that that was okay.

Sincerely,

(b) (6)

On Friday, February 17, 2023 at 01:22:07 PM EST, Hammonds, Ashley <ashley.hammonds@nlrb.gov> wrote:

CAUTION: This email and any attachments may contain Controlled Unclassified Information (CUI). National Archives and Records Administration (NARA) regulations at 32 CFR Part 2002 apply to all executive branch agencies that designate or handle information that meets the standards for CUI.

Ok, I will relay this to Ms. Abruzzo. Thank you.

Ashley Hammonds
Office of the General Counsel
National Labor Relations Board

From: (b) (6)

Sent: Friday, February 17, 2023 1:19 PM
To: Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Cc: Ruth Milkman (b) (6)
Subject: Re: Transportation to CUNY SLU Conference, May 5

CAUTION: The sender of this message is external to the NLRB network. Please use care when clicking on links and responding with sensitive information. Forward suspicious emails to nlrbirc@nlrb.gov.

Dear Ashley,

I'm very sorry to tell you that the bureaucrats at CUNY can't understand why Ms. Abruzzo would want to stay in New York until Monday.

Ruth Milkman has conferred with the woman who makes things work at School of Labor and Urban Studies, and they suggest that if Ms. Abruzzo buys the tickets and sends us/me a receipt, we'll reimburse legally, but out of a different pot of money.

Again, our apologies,

(b) (6)

On Monday, January 30, 2023 at 12:56:46 PM EST, Hammonds, Ashley <ashley.hammonds@nlrb.gov> wrote:

CAUTION: This email and any attachments may contain Controlled Unclassified Information (CUI). National Archives and Records Administration (NARA) regulations at 32 CFR Part 2002 apply to all executive branch agencies that designate or handle information that meets the standards for CUI.

Good afternoon (b) (6),

Ms. Abruzzo will be traveling into NY on Thursday, May 4th and returning Monday, May 8th. Below is her preferred train schedule. Let me know if you have any questions or need any additional information. Thank you.

DC Union Station to NY Penn Station

Thursday, May 4th - Departing 1:15 pm Arriving 4:46 pm

NY Penn Station to DC Union Station

Monday, May 8th - Departing 10:35 am Arriving 2:05 pm

Ashley Hammonds

Office of the General Counsel

National Labor Relations Board

From: (b) (6)
Sent: Sunday, January 29, 2023 12:07 PM
To: Abruzzo, Jennifer <Jennifer.Abruzzo@nlrb.gov>; Hammonds, Ashley <Ashley.Hammonds@nlrb.gov>
Cc: Ruth Milkman (b) (6); Suzette Ellington <suzette.ellington@slu.cuny.edu>
Subject: Re: Transportation to CUNY SLU Conference, May 5

CAUTION: The sender of this message is external to the NLRB network. Please use care when clicking on links and responding with sensitive information. Forward suspicious emails to nlrbirc@nlrb.gov.

Dear General Counsel Abruzzo,

I'm writing in behalf of Ellen Dichner and Ruth Milkman regarding your transportation to and from the May 5 CUNY SLU conference.

If you send us your itinerary, CUNY will purchase your train tickets. Unfortunately, CUNY rules prohibit Acela.

Sincerely,

(b) (6)